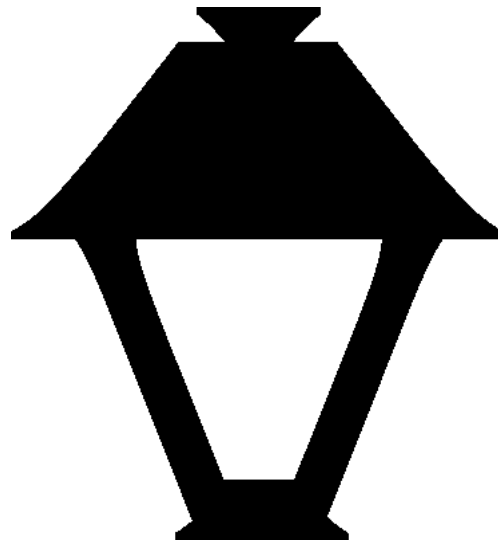


**BRYN MAWR**  
COLLEGE



**FACULTY HANDBOOK**

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## 1. History of the Handbook for Faculty

The Handbook for Faculty was established as a guide to the College for members of the Faculty.

Printouts of this version were made available in the College's libraries and CD-ROM disks were sent to the faculty. The Handbook for Faculty is maintained by the Office of the Provost and kept current with College policies. During the 2005-2006 academic year the Committee on Appointments reviewed and amended the Appointments Procedures.

Changes were made at that time to make the Handbook consonant with the *Plan of Governance of Bryn Mawr College*, adopted in 2005, and the *By-Laws of the Faculty*, adopted in 2006. In summer 2007, the description of continuing non-tenure track appointments was amended to be in conformity with the guidelines produced by the Committee on Academic Priorities during the 2006-2007 academic year.

In 2008-2009 the Handbook for the Faculty was reassembled into a document as a single reference guide. Changes were made in 2008-2009, 2009-2010, 2011-2012, 2012-2013, 2013-2014, 2017-2018, 2018-2019, 2020-2021, 2021-2022 and 2022-2023 to update policies, procedures and practices.

Please note that the policies and procedures described herein are not to be construed as contractual obligations or commitments on the part of the College.

## **2. Introduction to the College**

### **2.1. History and Mission of the College**

Bryn Mawr College was founded by Dr. Joseph Taylor and a group of women and men belonging to the Religious Society of Friends. The new college was the first in the United States to offer women both undergraduate instruction and graduate instruction for the M.A. and Ph.D. degrees in a variety of fields. Bryn Mawr's first class of students arrived in 1885, and in 1888 the first degrees were awarded, one A.B. and one Ph.D. Today Bryn Mawr remains the only predominantly women's college with a wide range of graduate programs. The graduate programs became coeducational in 1931. While the College's formal ties with the Society of Friends were broken in the 1890's, the institution maintains its commitment in spirit to the ideals inherent in its Quaker founding.

In 1915 the Carola Woerishoffer Graduate Department of Social Economy and Social Research was established, the first program in the nation in a college or university for graduate social work education. In 1970 the department became the Graduate School of Social Work and Social Research, which currently offers three degree programs: the Master of Social Service, the Master of Law and Social Policy, and the Doctor of Philosophy. In addition, a variety of programs are administered by the Office of the Dean of the Undergraduate College, currently including the College's summer school, the Post-Baccalaureate Program in Premedical and Allied Health Fields, and the Katharine E. McBride Scholars Program for women beyond the usual age of college entry who wish to earn an undergraduate degree. From 1976 through 1995, these programs were situated in a separate Division of General Studies.

Bryn Mawr's strengths, commitments, and aspirations for academic excellence, innovation in the liberal arts, the empowerment of women, and equity and inclusion are the focus of the College's Mission Statement, as revised and articulated for the Middle States Self-Study of 2019:

Bryn Mawr College educates students to the highest standard of excellence to prepare them for lives of purpose. The College's rigorous liberal arts curriculum and distinguished graduate programs foster a thirst for knowledge, open inquiry, global perspectives, civic engagement, and innovation through study across the arts, humanities, sciences, and social sciences. A world-class faculty of teacher-scholars, a talented staff, and a tight-knit student body cultivate intellectual curiosity, independence, personal integrity, and resilience in a community of passionate, joyful learners.

As a residential women's college at the undergraduate level, and through coeducational graduate programs in arts and sciences, in social work, and in postbaccalaureate premedical training, Bryn Mawr is committed to women's

education and empowerment, to gender equity, and to supporting all students who choose to pursue their studies here.

Equity and inclusion serves as the engine for excellence and innovation. A commitment to racial justice and to equity across all aspects of diversity propels our students, faculty, and staff to reflect upon and work to build fair, open and welcoming institutional structures, values, and culture.

Emerging from their Bryn Mawr experience equipped with powerful tools and with a deeper understanding of the world and each other, our graduates define success on their own terms and lift up others as they make a meaningful difference in the world.

Since its founding in 1885, the College has maintained its character as a small residential community, which fosters close working relationships between faculty and students. The Faculty of teacher/scholars emphasizes learning through conversation and collaboration, primary reading, original research and experimentation. Our cooperative relationship with Haverford College enlarges the academic opportunities for students and their social community. Our active ties to Swarthmore College and the University of Pennsylvania, and the proximity of the city of Philadelphia further extend the opportunities available at Bryn Mawr.

Living and working together in a community based on mutual respect, personal integrity and the standards of a social and academic Honor Code, each generation of students' experiments with creating and sustaining a self-governing society within the College. The academic and co-curricular experiences fostered by Bryn Mawr, both on campus and in the College's wider setting, encourage students to be responsible citizens who provide service to and leadership for an increasingly interdependent world.

## **2.2. Bryn Mawr College and Other Colleges**

Bryn Mawr maintains cooperative and consortial relationships with a number of institutions including Swarthmore and Haverford Colleges and the University of Pennsylvania. The most important of these is with Haverford College.

Bryn Mawr and Haverford together form a two-college community in which a wider range of academic and extra-curricular programs is available than either institution could offer alone. Bryn Mawr and Haverford students may register for courses and major at either college. In recent years, a number of new two-college academic programs have been put in place. The two colleges cooperate in appointments matters, in student services, and in grant-seeking for their academic programs.

## Faculty Handbook

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The Two-College Committee on Academic Cooperation provides a forum for faculty and administrators to review and discuss the coordination of academic programs.

The Bryn Mawr College Board of Trustees and the Haverford College Board of Managers confer through their Joint Council and hold some of their regular committee meetings together.

### **3. Faculty Employment and Organization**

#### **3.1. Organization of the Faculty**

##### **3.1.1. The Faculties of the College**

According to the *Plan of Governance for Bryn Mawr College* (henceforth *Plan of Governance*), Bryn Mawr has three schools and one Faculty. The Faculty has authority over all academic matters, however each school may constitute its own committee from its Faculty to define its curriculum and set admissions procedures. Membership in the Faculty is described in *Plan of Governance, Article III*.

The *Plan of Governance*, the *By-Laws of the Faculty* (henceforth *By-Laws*), adopted in 2006, and various other sets of by-laws and rules provide detailed information on the functions, procedures, and rules of the Faculty.

##### **3.1.2. Faculty Meetings**

The Faculty meets regularly throughout the academic year. Meeting times are established by the Chair of the Faculty and circulated in a mailing from the Provost's Office each academic year. Special meetings may be called by the Chair of the Faculty.

##### **3.1.3. Faculty Committees**

Each member of the Faculty is expected to share and participate in the administration of the department and the College. One of the ways in which this community service is rendered is through participation in Faculty meetings and in Faculty committees. Depending on the nature of the committees, faculty may either be appointed or elected to serve.

The committee system is structured so that members' terms are staggered; election of only a few new members at a given time ensures continuity of function. Information about the composition and charge of standing committees is available in the *By-Laws*.

Faculty members do not normally serve on committees during years in which they are on leave for one or more semesters.

##### **3.1.4. Department and Program Organization**

As provided for in the *Plan of Governance Article III, Section 6.a*, "Each department or program shall select or elect a Chair from among its members, subject to approval by the Provost in consultation with the President."



## **4. Ranks, Appointments, Reappointments, and Promotion**

### **4.1. Academic Ranks and Titles of Continuing Faculty**

#### **4.1.1. Instructor**

An appointment to the Faculty at this rank is normally reserved for an individual having an excellent prior academic record and limited teaching experience. Instructors normally do not hold the Ph.D. degree.

#### **4.1.2. Lecturer, Including Senior Lecturer**

An appointment to the Faculty at this rank is normally limited to individuals who have completed the standard commonly expected of specialists in the field (for example, the degree of Ph.D. or other terminal degree) or who have had extensive prior teaching experience.

#### **4.1.3. Assistant Professor**

Appointment or promotion to this rank is limited to those whose training in their discipline has been completed to the standard commonly expected of specialists (for example the Ph.D. or other comparable terminal degree). Reappointment to this rank is limited to those members of the Faculty who demonstrate and/or promise excellence in teaching and scholarly achievement and who serve the College well. In general, Assistant Professors are ranked Faculty in tenure-track positions. In some rare cases, faculty members may be appointed to non-tenure-track visiting assistant professorships with multi-year terms.

#### **4.1.4. Associate Professor**

In addition to the requirements for Assistant Professor, an appointment or promotion to the rank of Associate Professor is granted to individuals showing excellence and maturity in teaching; substantial scholarly activity (including a corpus of publications; research; where appropriate, professional activity beyond the campus, e.g., participation in professional societies); and service to the College community.

#### **4.1.5. Professor**

Distinguished scholarly activity, excellent teaching, departmental and substantial College leadership and community service are usually required for promotion to or appointment at this rank.

## **4.2. Ranks and Titles of Physical Education Faculty**

All appointments in Physical Education are non-tenure track. The ranks are:

### **4.2.1. Physical Education Instructor**

Appointment at this level requires the bachelor's degree. It is an entry-level position.

Initial appointment is for one year. Reappointment at this level is for three-year periods. The Director of Athletics and Physical Education conducts performance reviews in the non-coaching semester and at the end of the season.

Instructors may be considered for promotion to Lecturer after serving for three or more years as Instructor.

### **4.2.2. Physical Education Lecturer**

Appointment at this level requires the bachelor's degree with a master's degree (or the equivalent) preferred and at least three years of experience in teaching at the College or equivalent experience at another institution.

Initial appointment is for a period of one year. Reappointments at this level are for three-year periods. Review for reappointment or promotion takes place in the final semester of the term of appointment.

Lecturers may be considered for promotion to Senior Lecturer after a minimum of seven years at Bryn Mawr or the equivalent experience at another institution.

### **4.2.3. Physical Education Senior Lecturer**

Appointments or promotion at this level require a master's degree (or the equivalent) and a minimum of seven years at Bryn Mawr or the equivalent experience at another institution.

A Lecturer with these qualifications and whose teaching is deemed highly satisfactory by the faculty members in the department and by students may be considered for promotion to this rank.

Appointments are normally for terms of five or six years. However, probationary reappointments may be for a shorter period of time.

Review for reappointment takes place in the final semester of each term.

### **4.3. Terms of Appointment**

Terms of appointment are officially stated in the *Plan of Governance Article III. Section 8*.

Offer letters, written by the Provost and confirmed in subsequent letters of appointment, specify the term of the initial appointment.

Initial appointments may be made for terms ranging from one semester (in the case of an Instructor or Lecturer) to four years (Assistant Professor), after which they may lapse or be renewed.

Reappointment depends on authorization, to review and approval by the department, the Committee on Appointments, the President, and the Board of Trustees.

### **4.4. Types of Appointment**

#### **4.4.1. Continuing Non-Tenure Track Appointments (CNTT)**

The College makes Continuing Non-Tenure Track (CNTT) appointments in a number of departments and programs, principally in the Arts, in the sciences, and in the foreign languages.

These appointments may be full- or part-time, and are at the rank of Instructor, Lecturer, or Senior Lecturer.

Appointment terms range from one year to six years, depending on rank.

During the 2006-2007 academic year, the following guidelines were adopted for future Continuing Non-Tenure Track (CNTT) appointments:

- All tenure-track faculty members, including those in departments with Continuing Non-Tenure Track (CNTT) colleagues, should teach at all levels of the curriculum.
- CNTT positions are useful and appropriate for teaching entry-level courses only when:  
(a) departments have heavy enrollments in entry-level courses and much lower enrollments in upper-level courses; and (b) these entry-level courses entail a lot of skill-building and/or drill work. Such positions may also entail a significant degree of work such as the coordination of placement exams, the supervision and development of teaching assistants, and the operation and maintenance of lab equipment.

CNTTs are expected to perform service at the College level.

CNTTs are not expected or required to do research. When reviewed for reappointment, CNTTs will be evaluated based on their teaching and service, but not on research.

The number of CNTT and/or interim faculty should not approach or exceed the number of tenure-track and/or tenured faculty in a given department.

#### **4.4.2. Tenure and Tenure-track Appointments**

Tenure-track appointments are explicitly stated to be such in the Provost's offer letters. Faculty members hold their positions with tenure once they have completed the full-time equivalent number of years of service to the College specified for each rank in the *Plan of Governance Article III. Section 8.a*. Both full-time and part-time members of the tenure-track faculty may acquire tenure. Initial reappointment to a tenure-track position does not imply that tenure will be awarded.

A number of factors are important to a tenure decision including but not limited to:

- programmatic and curricular considerations;
- financial and enrollment factors;
- the College's performance standards for faculty; and
- changes in the College's missions, policies, or priorities.

Satisfactory performance by a tenure-track candidate does not guarantee granting of tenure.

#### **4.4.3. Interim Appointments**

The College uses the term "interim" to cover those positions previously referred to as "temporary," or "adjunct," or "visiting."

Interim faculty members include all faculty members who are not in tenured, tenure-track, or continuing non-tenure track (CNTT) positions.

Interim faculty members are typically appointed at the rank of:

- Visiting Instructor (those with the degree of B.A. or M.A.) or
- Visiting Assistant Professor (Ph.D., M.F.A.)

Interim appointments are term appointments, e.g., for one semester or one year, and occasionally for several years, as specified in the offer letters.

Full-time interim appointments cannot exceed six years, according to the *Plan of Governance Article III. Section 8.f.*

#### **4.5. Procedures for the Review of Continuing Non-Tenure Track (CNTT), Tenure Track, and Tenured Faculty**

##### **4.5.1. Reappointment, Tenure, and Promotion**

The Committee on Appointments adopted a detailed set of guidelines for the review of continuing non-tenure track, tenure track and tenured faculty members employed at the College.

Called the “Procedures for Review of Candidates for Reappointment and Promotion,” the guidelines identify the participants in each of the various appointments processes, describe their individual responsibilities, and establish the steps and timetables for these appointments decisions.

It is important that each member of the Faculty be familiar with these guidelines, because they pertain to the individual’s own career at the College and to their responsibilities towards colleagues in the department and allied disciplines as specified in Section 17. Overview of Review of Candidates for Appointment, Reappointment, and Promotion.

##### **4.5.2. Appeals of Decisions on Reappointment and Tenure**

The College has established processes for procedural reviews for a member of the Faculty who, having by action of the Board of Trustees been denied either an initial reappointment or a reappointment with tenure, believes that a serious procedural error has occurred in the appointment review process which may have affected the deliberations of the Committee on Appointments and consequently its recommendation to the President as specified in Section 21. Review and Reappointment Procedures related to Procedural Errors.

##### **4.5.3. Termination of Appointments**

The College may remove a tenured member of the Faculty for physical or mental incapacity, evident incompetence in the performance of his or her academic duties, and/or gross misconduct.

The procedures for review with the purpose of termination of tenure are found in the *Plan of Governance, Article III. Section 9.*

## **5. Responsibilities of the Faculty Member**

### **5.1. Responsibilities as a Teacher**

#### **5.1.1. The Curriculum and Degree Requirements**

Faculty members are expected to be knowledgeable about the curriculum of the College, particularly the degree requirements for all students, the major requirements for students in their own departments, the curriculum of allied disciplines, and of the relevant departments at Haverford College.

The following publications and documents are basic sources of information:

- the annual catalogues of the undergraduate college and Haverford College, their websites, and the websites of the two graduate schools;
- the Academic Regulations, published in the Undergraduate Catalog;
- the Undergraduate Honor Code;
- the Rules of the Faculties as they pertain to the three schools and the degrees awarded in each school; these rules are a part of the *By-Laws*.

#### **5.1.2. Approval of Courses by Curriculum Committee/s**

A faculty member offers courses as part of a departmental or interdepartmental program. New courses must be reviewed and approved with the Department Chair, program director or dean (as appropriate) and then, in the case of undergraduate courses and courses in the Graduate School of Social Work and Social Research, by the respective Curriculum Committees.

#### **5.1.3. Part-Time Status**

Tenured, tenure-track, and continuing non-tenure-track faculty members may request part-time status due to family responsibilities or medical problems. Faculty members seeking this status should make a request to the Provost, who will respond to the request after consulting with the department/program chair. Part-time status will be reviewed each year by discussions among the faculty member, the department/program chair, and the Provost.

Part-time FTE will be determined on the basis of the following considerations: 1) full-time faculty are responsible for teaching the equivalent of six courses; 2) tenured and tenure-track faculty typically teach five courses, continuing non-tenure-track faculty teach five courses; 3) the equivalent of a “sixth course” for tenured and tenure-track faculty is rendered by service to the department/program and the College. Thus, part-time faculty members will be credited with as much as .17 FTE for every course that they teach. They may be credited with an additional .17

FTE for service that the faculty member, the department chair, and the Provost deem equivalent to one course.

#### **5.1.4. Faculty Work Load**

The College's current course load expectations are:

- Full-time faculty in rank and on continuing non-tenure track appointments are expected to teach the equivalent of five (5) courses each year.
- Full-time faculty members on interim appointments mostly annual, some multi-year are expected to teach the equivalent of six (6) courses a year.
- Faculty members on a one-semester sabbatical are expected to teach the equivalent of three (3) courses in the non-sabbatical semester.

The College adopted the principles for faculty course load as recommended by the Committee on Academic Priorities in its 2003 study "What is a Course?" This study addressed issues such as course reductions for chairs, small courses, large courses, laboratory courses, and the senior-year experience for majors.

There should be an equitable distribution of large-enrollment courses and smaller-enrollment courses among members of the department. Some course-load flexibility is possible as long as the department's curricular needs are being met (for example, a faculty member may wish to teach six courses one year and four the next, if that would be helpful to the scheduling of research time). With the approval of the Provost and the Department Chair, faculty members may obtain released time from teaching if there are substantial funds in an outside grant to replace their course(s) as specified in Section 13.4. Outside Funding for Leaves.

Faculty members are expected to accept nomination or appointment to Faculty committees unless they are carrying unusually heavy teaching responsibilities.

#### **5.1.5. Cancellation of Courses**

The Provost and the Deans have the right to cancel courses with inadequate enrollments. The definition of an "adequate" class size is reached in consultation with the faculty member and the Department Chair and with consideration for the level of the class and the discipline.

Continuing faculty members whose classes are canceled because of inadequate enrollment may be asked to take on special projects or may be asked to teach an additional course in a subsequent semester, at the discretion of the Provost and the Department Chair.

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For interim faculty members, however, the College follows some general guidelines for minimal course enrollments. For introductory courses, minimal enrollment is generally construed as 12 students. For intermediate and advanced courses, it is five (5). If pre-registration enrollments are below these levels, the Department Chair and the Provost's Office reserve the right to revise assigned courses and/or teaching load.

### **5.1.6. Classes and Office Hours**

Members of the Faculty are expected to meet all scheduled classes and office hours.

Faculty members are expected to have regular, convenient, weekly office hours on campus in which to advise and consult with students. These hours should be announced to students in class at the beginning of the semester and posted on the office door.

When other professional demands conflict with class hours, the faculty member should discuss plans for class coverage with the Department Chair. In the case of prolonged absence or unusually frequent absences, the chair should report to and discuss the need for coverage with the Provost.

### **5.1.7. Undergraduate Courses: Divisional Requirements**

Courses in Humanities, Modern Languages, and Social Sciences generally meet as follows:

- Introductory language courses: daily for 50 minutes;
- 100-level courses: three times a week for 50 minutes;
- 200-level courses: twice a week for 75 minutes or three times for 50 minutes;
- 300-level courses, advanced courses, may be scheduled like 200-level courses or for one meeting of two or three hours per week.

Courses in the Natural and Physical Sciences generally meet as follows:

- 100-level courses: three times a week for 50-minute periods, plus one three-hour laboratory;
- 200-level courses: twice a week for 75 minutes or three times a week for 50 minutes, plus laboratories of four to six hours;
- 300-level courses: class and laboratory hours vary from course to course.

### **5.1.8. Limited Enrollment Courses**

The maximum size of a course will vary with disciplinary and pedagogical factors. If an instructor and the department feel that a course size should be limited (or "capped"), it is essential that that information be available for students when they are registering for courses.



Enrollment limits must be announced at the time of pre-registration, along with criteria to be used for the selection of students, known as a lottery. It is understood by the Registrar that some courses have complex criteria based on more than a student's class year or major and that some departments prefer to establish the sections for their courses rather than have them go to a lottery. The "lotteries," whenever possible, will be conducted in the Registrar's Office.

#### **5.1.9. The Course Schedule and Classroom Assignments**

The Registrar's Office is responsible for the preparation and management of the College's course schedule and the assignment of classrooms. In order to prepare the schedule and assign classrooms, the Registrar's Office gathers information each spring from Department Chairs and program directors, who are expected to provide anticipated requirements for the courses they will offer, including enrollment, numbers of meetings per week, and preferred time slot (if any). Information should also be communicated on equipment needs so that an appropriate classroom can be identified. On the basis of this information, the Registrar will be able to allocate classrooms wisely.

Faculty members are expected to observe the official course scheduling time blocks.

#### **5.1.10. Conduct of Classes in the Undergraduate College and Graduate School of Arts and Sciences (GSAS)**

Faculty members should know that the design of a course is the responsibility of the individual faculty member, in consultation with the chair of the department as specified in Section 6. The Faculty Member and the Department.

In the first week of classes, faculty members are expected to inform students of the design, general objectives, and requirements of the course. It is customary to give students a course syllabus which outlines the goals or objectives of the course and the material to be covered, sets forth the basic bibliography and reading assignments for the course, and lists the written work expected of them, including papers, quizzes, tests and final examinations. Any special standards (e.g., attendance, grading) should be made known to students at the beginning of the course.

Course syllabi should inform students about the College's Office of Access Services, which provides support and reasonable accommodations for eligible students, employees, and guests with disabilities. The College recommends that faculty include a syllabus statement such as:

*Bryn Mawr College is committed to providing equal access to students with a documented disability. Students needing academic accommodations for a disability must first register with Access Services. Students can call 610-526-7516 to make an appointment with the Office of Access Services to begin this confidential process. Once registered, students should*

*schedule an appointment with the professor as early in the semester as possible to share the verification form and make appropriate arrangements. Please note that accommodations are not retroactive and require advance notice to implement. More information can be obtained at the Access Services website.*

Faculty members are expected to notify the appropriate Dean in the case of an undergraduate student's significant absences from class or if the student's work is late, very poor, or not forthcoming.

Faculty members may evaluate and respond to individual students' requests for exceptions to deadlines or course requirements, consulting with an undergraduate student's Dean only if that seems useful or necessary. If, however, an undergraduate student requests an extension of the College's deadline for all written work (always the last day of classes in a given semester), permission must be given jointly by a faculty member and the student's Dean. A GSAS student's deadline for incomplete work is 30 days after the beginning of the following semester.

Faculty members are expected to submit grades for their undergraduate courses and graduate seminars by the deadlines set forth by the Registrar's office. For information on the grading system and standards, see the undergraduate catalog and the relevant parts the *By-Laws*.

While Bryn Mawr is non-sectarian, faculty members are urged to honor students' requests for extensions on work that is due on or near a religious holiday which the student chooses to observe.

In order to assure the availability of their teaching materials, faculty are urged to place their orders for books and other materials in the College Bookshop by April 15 for fall semester courses and by December 15 for spring semester courses.

Library orders and reserve reading lists should be placed equally early.

#### **5.1.11. Conduct of Classes in the Graduate School of Social Work and Social Research**

The design of any given course is the responsibility of the individual faculty member, in consultation with the Curriculum Committee and the Director. Course objectives must be consistent with educational outcomes approved by the Faculty for the appropriate area of the curriculum.

In the first week of classes, faculty members should communicate the overall design of the course as well as specific educational outcomes expected for students. At the end of the term, these outcomes are to be used by faculty as a basis for evaluating student performance, and by

students as a basis for determining whether the material was covered. Weekly assigned readings and all required written and oral assignments should also be presented in the first week of classes. Expectations about grading and class attendance must be made explicit.

If a student is frequently absent from class or produces late, very poor, or otherwise unsatisfactory work, the faculty member should discuss the matter directly with the student. If the problem persists, faculty should immediately notify the student's advisor. If all of these efforts fail to resolve the problem, the Director or Dean should be informed. If the problem is deemed of such magnitude that the student is in jeopardy of failing the course, the student may then be asked to come before the Committee on the Evaluation of the Educational Performance of master's students for further deliberation.

### **5.1.12. Doctoral Program**

In the doctoral program, the instructor uses established criteria to evaluate the student's performance. A grade of Satisfactory or Unsatisfactory is assigned. The instructor may provide a written analysis of the student's strengths and limitations.

Faculty members are expected to submit grades under deadlines established by the Director's Office. The student may be given a grade of Satisfactory (S), Unsatisfactory (U), or in special instances, a grade of Incomplete (I), with a specific date set for the completion of coursework. In addition to the grades S, U, or I, an instructor is expected to write a comprehensive description of the student's performance in the course, based on the criteria of projected educational outcomes. Course work will be critiqued by the instructors and returned promptly.

At the end of each semester, each student's performance is reviewed by the doctoral Faculty.

The Director of the Doctoral Program writes a letter summarizing that review to each student enrolled in course work. A copy of the grade sheet and a copy of any written analysis of student performance for each course are given to the student, provided that the student has completed and submitted the evaluation of the faculty performance.

The grade of Incomplete (I) is reserved for serious illness or an emergency situation. To obtain an Incomplete (I), a student must submit a written petition to the instructor by the last day of class for that semester. The instructor must approve this request in writing.

All Incompletes must be completed within 30 days of the first class day of the following academic year. Any Incompletes remaining after this date become permanent. No degree credit is received for those courses. A course instructor may be called upon to justify to the doctoral Faculty approval for an Incomplete. See Section 10.2.6. Leadership of Departments with Graduate Programs.

## **6. The Faculty Member and the Department**

### **6.1. Department Service**

In concert with other members of the department, the individual faculty member is expected to plan and evaluate the departmental curriculum, advise students, participate in the appointment of new members of the department, plan and organize departmental lecture series and extracurricular events, participate in the cyclical evaluation of the department by outside reviewers, serve on search committees for allied departments at Bryn Mawr or cognate departments at Haverford College, recommend students for awards, jobs, and other academic programs, and participate in data gathering efforts and in any other ongoing activities of the department.

Prior to re-appointment reviews and on an annual basis, junior faculty members are strongly encouraged to initiate discussions with their Department Chairs about teaching evaluations, research progress, and College and departmental service.

Faculty members are expected to attend departmental meetings.

A Chair should schedule regular meetings at times that are convenient for all members of the department as specified in Section 10. Responsibilities of the Department Chair. Alternatively, as stated in the *Plan of Governance, Article III. Section 6.b.*, any member of the department may initiate a call for a department meeting for joint discussion.

## **7. The Faculty Member and the College**

### **7.1. Faculty Meetings**

Faculty members are expected to attend Faculty meetings. In accordance with *Robert's Rules of Order*, attendance is taken at Faculty meetings.

### **7.2. Academic Occasions**

It is the College's custom that all faculty members join the academic processions for convocation and commencement.

Faculty who are unable to attend Commencement should notify the President in writing.

### **7.3. Lectures at the College**

Bryn Mawr faculty members are expected from time to time to offer lectures at the College on their research and other aspects of their professional work. This is to be undertaken without the expectation of an honorarium.

### **7.4. Institutional Grants**

Bryn Mawr faculty members are occasionally asked by the President or Provost, or directly by the Director of Institutional Grants, to participate in the formulation and writing of major proposals for grants offered by governmental agencies or private and corporate foundations. Once grants are awarded, faculty members may be asked to administer the grants and/or participate in the new programs the grants have made possible.

### **7.5. Representing the College**

Bryn Mawr faculty members are occasionally asked by the Admissions Office, the Alumnae Association, the Development Office, or other administrative offices, to attend special meetings and/or give lectures or informal talks to prospective students, alumnae/i, friends, and guests of the College. These requests are made because visibility of a good faculty is important to the continued well-being of the College. Members of the Faculty are, therefore, urged to cooperate whenever possible. Faculty members on sabbatical or other types of leaves should not be asked to represent the College.

### **7.6. College Service**

Service on College committees is an integral part of employment at the College.

### **7.7. College Policies**

Faculty members have the responsibility to teach students how to document their sources. They are asked to familiarize themselves and their students with College policies with respect to copyright and information technology.

## **8. Scholarly and Professional Activity**

Scholarly activity is an integral part of the professional life and vitality of each member of the Bryn Mawr College faculty. This activity includes but is not necessarily limited to research in progress, preparation of manuscripts for publication, participation in excavations (where appropriate), creative productivity, membership in professional societies or service on their boards, and the delivery of lectures at other colleges and universities or at the meetings of professional societies.

Scholarly and creative activity and productivity is a basis for reappointment, promotion, and tenure; for the award of merit-based salary increases for Professors; and for the granting of sabbatical leaves. (The College has a number of programs that provide support for faculty research.)

Faculty members are expected to comply with the annual request to submit updated curriculum vitae. They serve as information for the Committee on Appointments, the Deans, the Provost, and the President. They are also made available to other College offices, including Development, Sponsored Research, and College Communications and to the general public via the web.

## **9. Mentoring Policy**

### **9.1. New Tenure-Track Faculty Mentoring and Development**

In addition to the mentoring, or professional advice, that senior departmental faculty members offer their new junior colleagues, the Provost's office offers a formal extra-departmental mentoring program for new junior faculty who choose to take advantage of it. This program is intended to help new faculty members become familiar with the College and the procedures for reappointment and promotion.

Under this mentoring program, all new junior tenure-track faculty members are invited to meet together in a weekly New Faculty Pedagogy Seminar during the first semester of their appointment. This seminar is conducted by a senior faculty member who provides group and individual support and facilitates peer mentoring through discussions. If the new faculty members decide that they want to continue in the second semester, the senior faculty member can arrange 2-3 group meetings for ongoing mentoring discussions and support. New faculty members are also encouraged to consult the Junior Faculty Liaison or Provost for additional extra-departmental guidance.

During the second semester of the new faculty members' appointment, each of these new faculty members will be contacted either by the Chair of the Committee on Appointments or by the Provost and offered the opportunity to have a senior faculty member from outside of their department serve as an individual mentor. Those new faculty members who want an individual mentor will be asked what they would like to get out of the mentoring relationship, and if they have a particular mentor in mind. Since the Chair of Appointments typically serves in the last year of their committee term on the Committee on Appointments and the Provost is a non-voting visitor to the Committee, it is hoped that this will encourage frank discussion of the new faculty member's mentoring needs. Having a mentor is not compulsory or necessary. If one is desired, a mentor will then be assigned by the Committee on Appointments or the Provost in consultation with the new faculty member. Mentors will be assigned for a two-year term, but mentoring can continue beyond that term if so desired by both faculty members.

New faculty members who do not want an individual mentor have alternative ways to receive mentoring throughout the reappointment and promotion processes. The Provost and former chairs of the Committee on Appointments (listed on the Provost's Office website) are readily available for consultation. In addition, in the spring semester before the reappointment or promotion materials are due, the Provost's Office and Chair of Appointments hold an informational meeting for all faculty members preparing for review.



### **9.2. Voluntary Mentoring Policy for Continuing Non-Tenure Track Faculty and Interim Faculty on Multi-year Contracts**

The Provost offers new faculty members on any type of multi-year contract the opportunity to have an extra-departmental mentor who will assist them in getting to know the College. If a new faculty member requests a mentor, the Provost will assign a member of a different department to serve in this capacity.

### **9.3. The Role of Individual Mentors**

The role of an individual mentor, which can vary, should be agreed upon by the mentor and new faculty member. At their first meeting, they should explicitly discuss their expectations for the relationship. New faculty members might seek advice about, for example, how to negotiate a manageable work load, how to integrate teaching and research, or how to handle some aspects of the reappointment and promotion processes. Such conversations do not reduce the mentoring responsibilities of departmental colleagues, but extra-departmental mentors can help junior colleagues gain a College-wide perspective on these processes.

Although designed principally to support new faculty members, the mentoring process can also benefit mentors, by having new faculty members visit their classes, for example, or by sharing teaching evaluations.

Conversations between mentors and new faculty members are confidential and off the record. Despite the small size of the College, every effort will be made to assign a mentor who will play no role in the new faculty member's reappointment or promotion processes. If, despite these efforts, a mentor could potentially play some role in these processes (either as a member of the Committee on Appointments or as the author of one of the letters solicited from the College community during these processes), the mentor will do so only with the express consent of the new faculty member.

## **10. Responsibilities of the Department Chair**

The Chair is responsible for the strength and vitality of the departmental program, the support and guidance of department members in their research and teaching activity, and the well-being of students enrolled in the department's courses and programs.

The Chair helps implement the College's established procedures and practices with respect to faculty and students.

The Chair acts as a representative of the department to the College community and, at the same time, should make departmental colleagues aware of College-wide policies and concerns.

The Chair coordinates the departmental program in relation to other College programs and programs at Haverford College.

### **10.1. Selection of the Chair and Term of Office**

As provided in the *Plan of Governance Article III. Section 6.a.*:

Each department or program shall select or elect a Chair from among its members, subject to approval by the Provost in consultation with the President. In extraordinary circumstances, the Provost, in consultation with the President and with the members of the department or program, and, to the extent the Provost deems it appropriate, with other Members of the Faculty, may remove the Chair so selected or elected. If a department or program does not have a Chair for more than three (3) months, the Provost will appoint a Chair for that department or program. A Chair of a department or program will be appointed for a term that normally shall be three years, which term may be renewed only in accordance with the procedures set forth in this Article III, Section 6(a).

If any Chair is in doubt about the appropriate year for the department's election of a new chair or has any other questions concerning the chairmanship, the Chair should consult with the Provost.

Chairs of large departments and programs may get a reduction in teaching load, to be approved by the Provost. Chairs of small departments and programs may get a stipend or research award.

## 10.2. Functions of the Chair

As provided in the *Plan of Governance, Article III. Section 6.b.*:

Department or Program Chairs are responsible for the administration of department or program policies. They will consult and hold meetings with the members of their respective departments or programs to formulate department or program policies and to discuss and act on other important department or program matters. Decisions on all important matters will be made only after full discussion by all members of the department or program who are voting members, as specified in the Faculty by-laws. Any member of the department or program may call for a department or program meeting.

### 10.2.1. Administration

Chairs have a wide range of administrative duties, which may be shared with other departmental colleagues. Chairs must see, however, that the delegated functions are carried out.

Administrative duties include:

- Assign the teaching responsibilities of individual members of the department or program.
- Prepare class schedules and coordinate these with other relevant Bryn Mawr departments' and programs' schedules and with Haverford College counterparts.
- Supervise departmental support staff and student workers.
- Serve on committees as the departmental representative.
- Maintain the records and files of the department in accordance with the College's *Records Retention Policy*.
- Prepare and monitor the departmental budget.
- Convene and chair departmental meetings.
- Provide for a substitute Acting Chair in their absence.

Although department meetings are generally convened by the Chair, any member of the department may initiate a call for a department meeting for the purpose of joint discussion, as noted in the *Plan of Governance, Article III. Section 6.b.*

- Monitor the accuracy of departmental web pages in order to maintain a web presence that is informative and up-to-date.
- Make the recommendations to the Provost in the full Professorial and Merit review processes.
- Safety: In the departments of natural and physical sciences, in particular, take responsibility for the safety of students, laboratory coordinators, and teaching and laboratory assistants while they are working in the department's laboratories. The

College's Office of Environmental Health and Safety works with Chairs to implement safety-related training, work practices and standards.

- **Collections**: Work with the Collections staff to assure the safekeeping of any collections the department may have, including gems, baskets, artifacts, rock specimens, fine art, historical equipment, fossils, etc.
- **Equipment**: Assure that departmental equipment is properly used, maintained, and secured in accordance with the College's policy on *Technology Use, Access, and Disposal*.

### 10.2.2. Departmental Planning

The Chair, together with the members of the department, is expected to guide a departmental planning process, formal or informal, in order to achieve the following goals:

- Each department should have a basic staffing plan, including the cycles of all course offerings, and the leave and research plans of members of the department. These plans are a basic part of the annual budget/staffing planning process. Detailed annual staffing plans will not be reviewed until counterpart departmental approvals have been sought and received. Plans for staffing should also take into consideration leave schedules for subsequent years.
- **Curriculum**: It is the responsibility of the Chair to work with all members of the department to see that the courses, the major and the graduate programs (where present) offered by the department meet the College's standards, the students' needs, and the evolving requirements of the particular discipline.
- Each department should have a five-year departmental plan that outlines their department's/program's goals in relation to the College's mission, their department/program staffing needs, and the future intellectual and pedagogical directions of their specific academic area. Plans should be submitted to the Committee on Academics Priorities and the Provost. These plans should be updated every three to five years.
- **Departmental budget**: The Chair is responsible for all financial matters within the department, including the preparation and monitoring of the annual department budget. Departments are encouraged to develop and maintain three-year budget plans that project those anticipated programmatic and staffing needs which have a financial impact; major and minor equipment needs; the replacement and addition of laboratory, research and office equipment and furniture; and the need for office and building renovation. Chairs in the sciences are to work with the Director of Sponsored Research in developing and securing grants in support of major equipment needs.

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- Program development and support: Chairs are expected to work with the Provost and Resources staff on major outside funding initiatives for program development and support.
- Requests for tenure-track positions: Chairs are responsible for making proposals to the Committee on Academic Priorities for replacement and new tenure-track appointments. All vacated tenure-track lines, whether by departure or retirement, are subject to re-prioritization reallocation by Committee on Academic Priorities and the President, based on their assessment of the College's academic priorities. Department Chairs should communicate any such requests to the Provost as part of the annual staffing and budget meeting in the fall semester preceding the anticipated request. Chairs should see "Committee on Academic Priorities Annual Guidelines for Requests for Tenure and Continuing Non-Tenure Track Positions" for guidelines on the preparation of position requests.

### **10.2.3. Pedagogy**

It is the responsibility of the Chair to see that the members of the department meet the College's standards for pedagogy, as set forth in this Handbook.

### **10.2.4. Course / Teaching Evaluations**

It is the responsibility of the Chair to see that teaching evaluations for all members of the department are conducted each semester according to the procedures outlined in the Memoranda on the Procedures for Course Evaluations. Memos are transmitted in September and January.

Evaluations should be conducted in all courses taught by all faculty members – tenured, tenure track, continuing non-tenure track, and interim appointments – and in laboratory and drill sections as well.

Chairs should read all the evaluations for untenured Assistant Professors and interim faculty members. Teaching evaluations are necessary supporting information for reappointment requests and essential for mentoring junior faculty members.

Faculty members and/or departments may append additional questions or individual departmental forms to the College's teaching evaluation as they see fit. A periodic review of forms of the evaluation procedure is undertaken by the Committee on Appointments in consultation with Department Chairs. See Section 20.3. Student Evaluation of Teaching Effectiveness.

### **10.2.5. Student Advising**

The Chair, together with other members of the department and the Deans, is responsible for seeing that all students enrolled in the department's courses receive the advising they need in meeting course requirements (including seeking approval for course work done elsewhere), preparing major work plans, qualifying for study abroad in the junior year, learning about professional and post-graduate opportunities, and, more generally, dealing with the challenges and difficulties they encounter in their studies.

### **10.2.6. Leadership of Departments with Graduate Programs**

Chairs of the departments in which there are graduate programs have the further responsibility of working to recruit graduate students; securing, where possible, research support for the students; and overseeing their courses of study and professional development.

### **10.2.7. New Members of the Department**

The Chair is responsible for introducing all new members of the department into the College community. In particular, the Chair should see to the “socializing” of new continuing faculty, including but not limited to guidance in setting a cycle of courses that meet the programmatic needs of the department and the interests of the individual; helping where necessary in the development of the proper pedagogical methods and skills; clearly communicating the department’s and the College’s expectations for performance in the classroom, in the community, and in the wider scholarly world; assuring that the new faculty member is aware of those College’s programs and resources which benefit and support the faculty; including the new member in the planning of departmental programs and functions and in the execution of departmental responsibilities in a judicious fashion.

Chairs will understand that new members of the faculty benefit from discussions with their senior colleagues and feedback about their teaching, research and service in preparing for the reappointment and tenure review.

### **10.2.8. Research Oversight and the Institutional Research Board (IRB)**

In those departments in which research on human subjects is undertaken, the Chair is responsible for insuring that department members adhere to the IRB *Policies and Procedures*. Additional information is located on the Office of Sponsored Research webpage.

Each department and the Graduate School of Social Work and Social Research is expected to appoint a faculty member as the “departmental reviewer” who will be responsible for overseeing the initial review of proposals and consent forms before they are submitted to the IRB.

#### **10.2.9. Appointment and Re-appointment of Faculty Members**

If so designated by the Committee on Appointments and the Provost and together with the members of the department, the Chair is responsible for conducting the search for new members of the department, following the College’s standard guidelines for faculty searches.

The Chair is responsible for conducting the review at the departmental level of continuing faculty members of the department eligible for reappointment and promotion. These responsibilities are assigned in the *Plan of Governance Article III, Section 6.c*. Occasionally a senior member of one department is asked to assist in the reappointment review process of a faculty member in another department. See Section 17. Overview of Review of Candidates for Appointment, Reappointment, and Promotion.

The Chair is also responsible for making recommendations for the appointment and reappointment of faculty employed in temporary positions. The Chair is expected to read the teaching evaluations of all interim faculty members before considering appointment or reappointment. Such recommendations are submitted to the Assistant/Associate Provost for Administration for appropriate action. See Section 16.5. Guidelines for Searches for Interim Appointments, Full- and Part-Time.

#### **10.2.10. Requests for Appointment of Research Associates**

The Chair is responsible for requesting the reauthorization of Research Associates and Laboratory Research Associates on an annual basis as specified in the Appendix.

#### **10.2.11. Departmental Reviews (AKA External Reviews and Visiting Review Committees)**

The Chair is responsible for leading department members in the review of the activities of the department by committees of experts from outside the College, i.e., Visiting Review Committees. Most reviews are conducted jointly with Haverford College. Counterpart departments on both campuses are visited simultaneously.

Visiting Review Committees examine the total program of a given department with the purpose of helping the department make a more effective contribution to the life of the College. In addition, Visiting Review Committees are interested in the professional activities of faculty within a department for the same purpose.

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The Chair is responsible for leading department members in the preparation of the self-study, a document or profile that serves as a written introduction to the department. Sample departmental self-studies are available in the Provost's Office. In addition to presenting the department to the Visiting Review Committee in the self-study, the Chair and the members of the department meet individually and collectively with the Committee during its visit to the College. In those meetings, they have the opportunity to speak freely about their perceptions of the qualities and problems of the program and about the College. Undergraduate and graduate students are also invited to meet with members of the team in separate sessions.

The Visiting Review Committee prepares a written report, which it sends to the Bi-College Presidents and Provosts. The Bryn Mawr Provost then sends the report to the Department Chair who shares it with members of the department. The department prepares a written response to the Visiting Review Committee's report. These documents are shared with the Undergraduate Curriculum Committee, the Committee on Academic Priorities, and with the Graduate Council of Arts and Sciences, as appropriate.

The Provost, the department, and a representative from the Committee of Academic Priorities and Curriculum Committee meet for additional discussion of the external review.

The purpose of this final meeting is to develop an understanding of how the department and the institution will respond to the review. Based on these discussions, the department develops a brief plan outlining the steps for an agreed-upon course of action.

Five years after this final meeting, the Provost, members of the Committee on Academic Priorities and Curriculum Committee, and departmental representatives convene again to assess the implementation of the response and to make and appropriate adjustments.

### **10.2.12. Events and Programs**

Together with the members of the department, the Chair is responsible for planning lectures and other extracurricular events to complement the curricular offerings of the department. Departments are encouraged to post their events on the College Calendar.

### **10.2.13. Cooperation with Haverford College**

In carrying out departmental responsibilities, the Chair should consult routinely with the Chair of the counterpart department at Haverford, in the interests of using program resources most effectively, supporting collegial relationships between members of the same discipline in the two colleges, and seeing that the students are offered as wide and well-coordinated a range of course offerings as possible.



Chairs are also expected to consult in-person with their Haverford counterparts each year when planning the course schedule in order to minimize course conflicts and maximize complementarity in offerings; joint departmental gatherings annually for this purpose are encouraged. Annual staffing and curricular plans cannot be reviewed until counterpart Haverford departmental approvals have been received.

#### **10.2.14. Professional Development**

In the interest of teaching effectively and communicating well with students and colleagues, the Chair should encourage colleagues to pursue professional development through participation in the College's training programs.

#### **10.2.15. Supervision of Support Staff**

For those departments in which there are dedicated support staff members, the Chair is responsible for assuring their effective performance. That involves, but is not limited to, providing a new employee with a careful introduction to the department's needs, practices, procedures, and records; being clear about short- and long-term expectations; meeting as needed to review concerns; providing feedback; approving vacation days and time off, and conducting annual employee performance coaching process.

The Chair should ensure that the support staff is available to handle the basic needs for assistance of other members of the department, helping staff members to determine priorities when time or resources are in short supply. Chairs should encourage staff to avail themselves of training opportunities sponsored by the College which enhance the staff member's ability to support the department.

## **11. Support for Faculty Research**

The College's faculty research support programs reflect a strong institutional commitment to faculty scholarship and to the relationship between teaching and research.

### **11.1. Office of Sponsored Research**

The Office of Sponsored Research is an important part of the College's research support services, providing information, advice, and assistance in grant-seeking and grant administration. Faculty members are encouraged to meet with the Director of Sponsored Research to obtain further information about general programs and services provided and to discuss specific research plans, goals, and funding needs.

### **11.2. Awards and Grants for Research**

The College has a variety of internal funding sources to support faculty research activities.

### **11.3. Faculty Research Fund**

#### **11.3.1. Application Process**

Each year the Director of Sponsored Research, on behalf of the chair of the Committee on Faculty Awards and Grants, provides information to all Members of the Faculty on the kinds of support available, the application procedures, and the deadline for applications.

The grant application should include:

- A grant application form,
- a three-page description of the research project, including justification of need and plans for publication,
- a current short *curriculum vitae*,
- a detailed budget and timetable, and
- information on any proposals submitted to outside agencies for this project.

The maximum request is \$5,000, but the Committee expects the majority of awards to be substantially less than this amount in order to distribute the limited funds available as widely as possible.

The Committee reviews all proposals and advises the Provost of its decisions.

Junior Members of the Faculty and faculty members who have not received research support funds in recent allocations are given special consideration in the award decisions.

### **11.3.2. Additional Guidelines for Proposals Funded by the Faculty Research Fund**

#### **11.3.2.1. Publication Subsidy**

Applicants must be prepared to share the publisher's fees or co-payments for publication with the College on a 50-50 basis. Awards will be made only for book publications. Applicants must provide a letter from the publisher explaining (a) the co-payment formula used by that press and (b) the procedure of that press for seeking objective peer review. Awards will be made only when a publisher has a declared policy requiring co-payments from authors and when manuscripts are appropriately refereed.

#### **11.3.2.2. Equipment Purchase**

Applicants must certify that the equipment to be purchased is essential to the project and not already reasonably available and accessible at the College. Whenever possible, existing College equipment should be used. Equipment purchased with College funds is and remains the property of the College.

#### **11.3.2.3. Acknowledgment of Support**

Faculty members awarded grants should acknowledge the support received from Bryn Mawr College and the appropriate fund in the publication of the supported work.

They should notify the Committee on Faculty Awards and Grants of the publication of their research, giving complete bibliographical references.

### **11.3.3. Faculty Research Pool**

The Faculty Research Pool is administered through the Office of Sponsored Research. These funds are intended to support modest research needs of continuing Members of the Faculty.

Requests for support may be made for minor expenses associated with the faculty member's research (e.g., typing, microfilming, illustrations, drafting, transcription, transportation, publication, equipment, etc.). A brief statement addressing the relationship of the expense to the faculty member's research is required.

Reimbursement of these costs is up to a maximum of \$700 per eligible faculty member per year.

To be eligible for reimbursement, the faculty member must submit to the Office of Sponsored Research the Faculty Research Pool Payment Request form and Controller's Office request for payment forms.

For reimbursements, an original invoice or receipt marked paid and a copy of the bank statement, or a copy of the credit card statement, must accompany reimbursement requests.

For direct payments, an original invoice must accompany the Direct Payment Form.

#### **11.3.4. Faculty Travel Pool**

The Faculty Travel Pool is a Bryn Mawr College program that supports the scholarly development of faculty members on continuing appointment in tenured, tenure track, and Continuing Non-Tenure Track (CNTT) positions and on continuing appointment in the Athletics and Physical Education department.

For tenured, tenure-track, and continuing non-tenure track faculty in academic departments, support is usually limited to those who deliver papers, present at a poster session, chair a session, on the planning committee for a professional organization's conference, provide invited comments at a conference, sit on the boards of professional associations and/or on editorial boards.

For faculty in the Department of Athletics and Physical Education, support is usually limited to professional conferences and/or clinics that enhance the professional development of the individual faculty member as well as the department as a whole. The Director of Physical Education and Athletics must pre-approve all travel requests submitted for reimbursement in accordance with the College's *Expense and Reimbursement Policy* by the Faculty Travel Pool.

##### **11.3.4.1. Additional Eligibility for Faculty Travel Pool**

Tenure-track faculty in academic departments may also seek approval from the Provost's Office for reimbursement in accordance with the College's *Expense and Reimbursement Policy* for expenses incurred at one meeting in which they do not appear on the program as a panelist, contributor or sit on the boards of professional associations.

Continuing Non-Tenure Track (CNTT) faculty in academic departments may seek approval from the Provost's Office for reimbursement in accordance with the College's *Expense and Reimbursement Policy* for conferences and workshops that are pedagogically oriented.

##### **11.3.4.2. Annual Travel Pool Allocation and the Fiscal Year**

An eligible faculty member's annual allocation is valid for the current fiscal year (June 1 – May 31). Unspent allocations are not carried forward from one year to the next.

Consult the Provost's web page for the annual allocation per eligible faculty member.

**11.3.4.3. College's Expense and Reimbursement Policy**

Travel reimbursed by the Faculty Travel Pool is considered to be official College business travel. All official College travel must comply with the College's *Expense and Reimbursement Policy* and *Payment/Reimbursement Guidelines* found on the Controller's Office webpage.

## **12. Support for Faculty Participation in Institutional Initiatives**

Bryn Mawr is committed to encouraging and supporting faculty participation in the development of institutional initiatives that advance the mission of the College.

### **12.1. Office of Institutional Grants**

The Office of Institutional Grants works in collaboration with Bryn Mawr faculty and administration to secure external funding from foundations, corporations, and government agencies for institutional priorities and academic programs. Institutional grants to the College have supported student scholarships, faculty development programs, curriculum development, capital improvements, and many other initiatives that enrich the campus community. These grants often are collaborative efforts that reflect the interests and goals of many departments of the College. Services provided by the Office of Institutional Grants include identification of potential funding sources, guidance in the development of projects, and coordination of relationships with potential funders. The Office also prepares and submit proposals for institutional grants, provide stewardship, and assist faculty and staff in grant management.

Faculty members are encouraged to meet with the Director of Institutional Grants if they have ideas for projects that align with institutional priorities so that the Office can be of assistance in advancing these projects and securing the necessary institutional approvals.

### **12.2. Awards and Grants for Curriculum Development**

The College regularly has ongoing institutional grants that provide support for individual or small collaborative faculty projects such as developing new courses or incorporating digital technologies into pedagogy. Faculty are encouraged to go to the “Support for Teaching” link on the Provost’s Office website or contact the Director of Institutional Grants for information on current opportunities.

### **13. Professional Leaves for Faculty**

The College grants three kinds of professional leaves of absence to its faculty: 1) professional research leaves supported by the College; 2) professional development leaves supported by the College 3) professional leaves supported by another institution or organization. These kinds of leaves are described below.

The College also grants personal leaves of absence for family or medical reasons. This kind of leave is addressed in Section 15.

#### **13.1. Professional Research Leaves Supported by the College**

Because of its deep commitment to encouraging faculty excellence in scholarship as well as teaching, in 2000, Bryn Mawr introduced a leave program rarely matched by other colleges and universities. This program makes it possible for tenure-track and tenured faculty members to receive year-long Junior Faculty Research Leaves, and regular Sabbatical Leaves every seventh semester in order to concentrate solely upon their scholarly research, writing, and publication. Teaching at another institution or employment of a non-research nature is not the intended purpose of a College supported leave.

##### **13.1.1. Junior Faculty Research Leaves (for Untenured Tenure-Track Faculty)**

Junior Faculty Research Leaves (JFRL) are intended to provide untenured tenure-track faculty members with the opportunity to undertake a full year of research activity during the last year of the first term or first year of the second term at the rank of Assistant Professor.

If Assistant Professors receive outside full funding for a year-long research leave, they will subsequently become ineligible for a College-supported Junior Faculty Research Leave. Faculty members who plan to apply for such funding should consult with the Provost as soon as possible. All junior faculty research leaves must be approved by the Provost and may affect the time to tenure review.

Under certain circumstances and at the discretion of the President and Provost, Assistant Professors who meet the eligibility criteria may apply to take the leave in a year other than the last year of the first term or first year of the second term.

##### **13.1.2. Sabbatical Leaves (for Tenured Faculty)**

Sabbatical Leaves are designed to free faculty members from teaching, advising, and College service in order to undertake research activity full time.

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*Type A: Two-semester leave after six years (12 semesters) of full-time, active teaching*

Faculty members taking a one-year sabbatical are entitled to their full annual salary.

This salary is, however, contingent upon faculty members making timely and substantial efforts to obtain significant outside funding to support their leave. Faculty members applying for a one-year sabbatical after 12 semesters of teaching must apply for outside funding to support this leave (i.e., at least once every six years). (See Section 13.4. for a description of qualified outside funding.) If faculty members choose not to seek outside funding when required, the salary for the sabbatical year will be 75% of the normal full-time salary.

*Type B: One-semester leave after three years (6 semesters) of full-time active teaching*

Faculty members taking a one-semester sabbatical are entitled to their full salary for that semester.

This leave is, however, contingent upon faculty members making timely and substantial efforts to obtain significant outside funding to support their leave. Faculty members applying for a sabbatical must apply for outside funding every other leave (i.e., at least once every six years). (See Section 13.4. for description of qualified outside funding.) If faculty members choose not to seek outside funding when required, the salary for the sabbatical semester will be 50% of the normal full-time salary.

### **13.1.3. Professional Development Leaves (for CNTT and Physical Education Faculty)**

Because of its deep commitment to teaching excellence, the College makes it possible for continuing non-tenure-track and physical education faculty members to receive Professional Development Leaves so that these faculty members can pursue pedagogically-oriented goals that will have a direct impact on the curriculum.

*One-semester leave at full pay after six years (12 semesters) of full-time, active teaching<sup>1</sup>*


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<sup>1</sup> PE faculty are eligible for their first Professional Development Leave after 7 years (14 semesters) of full-time, active teaching. PE faculty qualify for subsequent leaves after 6 years (12 semesters) of full-time, active teaching.



CNTT or PE faculty members taking a one semester Professional Development Leave are entitled to full salary for that semester.

This leave is, however, contingent upon the faculty members having made timely and substantial efforts to obtain significant outside funding to support their leave. Faculty members applying for a Professional Development leave must apply for funding every leave (i.e., every six years). (See Section 13.4. for description of qualified outside funding.) Upon approval of the Provost, faculty members may also satisfy the funding requirement by making a substantial contribution to the preparation of an institutional grant related to pedagogy or curriculum. If faculty members choose not to seek outside funding, the salary for the sabbatical semester will be 75% of the normal full-time salary.

*Two-semester leave at half pay after six years (12 semesters) of full-time, active teaching*

A faculty member taking a two-semester leave is entitled to receive half-pay contingent upon having made timely and substantial efforts to obtain significant outside funding to support the leave. If a faculty member chooses not to seek outside funding, the salary for the year will be one-half of 75% (37.5%) of the normal full-time salary.

### **13.2. Professional Leaves Supported By Another Institution or Organization**

The College is also committed to encouraging exceptional professional opportunities for its faculty. Therefore, upon approval of the Provost and the Committee on Appointments, the College may also award a leave to anyone receiving a fully funded, prestigious fellowship or a highly visible administrative position. Faculty members seeking this kind of leave should follow the procedure described for applying for a College-supported Research Leave.

Professional leaves supported by another institution or organization do not count towards eligibility for the next sabbatical or leave.

Faculty members granted leaves supported by another institution or organization and who will be returning to the College at the conclusion of this type of leave will continue to be eligible for portions of the College's flexible benefits plan. Faculty members should speak to the Benefits Manager about their benefits while planning for their leave.

On rare occasions, the College will grant a Professional Research Leave to faculty members in addition to the regular schedule of sabbatical leaves and without support from another institution or organization. However, out of regard for students who expect their instruction to come from continuing faculty members and in fairness to other faculty members who must teach

replacement courses and cover other responsibilities for faculty colleagues on leave, the College will only grant this kind of leave in exceptional circumstances.

### **13.3. Eligibility**

Eligibility for a College-supported Research Leave is determined by a faculty member's rank and a combination of years of full-time, active teaching since a previous leave and any accrued time (i.e., banking of accrued time for leave because of approved deferrals). Leave eligibility is determined as follows (See *Leave Table 1: Leave Eligibility by Type of Leave*):

#### **13.3.1. Family and Medical Leave**

Time taken for family or medical leave will affect the accrual of full-time active teaching semesters for leave eligibility. Faculty members should discuss family leave plans with the Provost and the department chair.

Tenure-track faculty members who are part-time due to family or medical circumstances are eligible for a one-semester research leave after six semesters of part-time teaching. Their salary during this leave will be equivalent to their part-time teaching salary. If faculty members adjust their teaching load before they have accrued enough time for a leave, their leave salary will be an average of their salary over the six semesters accrued toward the sabbatical leave.

Some faculty members take family or medical leaves via one-time course reductions. Faculty members who take a single one course reduction over the six-semester teaching period necessary for leave eligibility will not have their leave frequency or salary adjusted.

Faculty members who take a more than one course reduction during the accrual period will delay their eligibility for their next leave by at least one semester. A copy of the Bryn Mawr College Parental Leave Policy may be obtained in Human Resources.

#### **13.3.2. Junior Faculty Research Leave**

The Junior Faculty Research Leave (JFRL) counts as one year of service toward eligibility for sabbatical leaves.

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Leave Table #1: Leave Eligibility by Type of Leave

Faculty Type	Leave Type	Accrual Period	Length of Leave	Description of Eligibility
<b>Tenure-Track Faculty</b> <b>(Assistant Professors)</b>	Junior Faculty Research Leave	Per terms of contract	2 semesters	Per the terms outlined in the offer letters, Assistant Professors who are under consideration for an initial reappointment are eligible to apply for a Junior Faculty Research Leave. These leaves are normally taken in the last year of the first term or the first year of the second term after a successful initial reappointment review.
<b>Tenured Faculty</b> <b>(Associate and Full Professors)</b>	Sabbatical	1 <sup>st</sup> Sabbatical: After six years of service and successful tenure decision  Subsequent Sabbaticals: • 6 semesters of teaching for a 1 semester leave; or • 12 semesters of teaching for a 2 semester leave;	1 <sup>st</sup> Sabbatical: 2 semesters  Subsequent Sabbaticals: • 1 semester after 6 semesters of teaching; or • 2 semesters after 12 semesters of teaching	Members of the faculty who are in their sixth (6) year in a tenure-track position may apply for a sabbatical leave to be taken in the seventh (7) year and applications are filed while their reappointment review for promotion and tenure is taking place.  Assistant Professors whose tenure review takes place before their sixth (6) year of service may apply for the first sabbatical to be taken in the seventh (7) year of full-time service.
<b>Continuing Non-Tenure</b>	Professional Development Leave	12 semesters	1 semester	CNTT faculty members who have a minimum of six (6) years of full-time service at the College may apply for a Professional Development Leave.

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Faculty Type	Leave Type	Accrual Period	Length of Leave	Description of Eligibility
<b>Track Faculty (excluding PE)</b>				With departmental support and appropriate justification, CNTT faculty members may qualify for subsequent leaves every six years (6).
<b>Continuing Non-Tenure Track Faculty - PE Faculty</b>	Professional Development Leave	1 <sup>st</sup> leave: after 14 semesters (7 years of teaching);  Subsequent leaves: after 12 semesters (6 years)	1 <sup>st</sup> leave: 1 semester  Subsequent leaves: 1 semester	Physical Education faculty members at the rank of Senior Lecturer and with a minimum of seven (7) years full-time service at the College may apply for their first Professional Development Leave. Physical Education faculty must take the Professional Development Leave in the non-coaching semester or semester equivalent. Faculty who coach in both semesters should discuss with the Director of Athletics in which semester of semester equivalent their leave should occur.  With departmental support and appropriate justification, Physical Education faculty members may qualify for subsequent leaves every six (6) years.

### **13.4. Outside Funding for Leaves**

The College expects faculty members to contribute to the support of its leave program by seeking outside funding on the schedule described for each leave type. Faculty members are strongly encouraged to seek outside funding for every leave.

The Office of Sponsored Research and/or the Office of Institutional Grants will support faculty members in their ongoing efforts to obtain outside funding.

#### **13.4.1. What Qualifies as Outside Funding for Leave**

Faculty members must seek outside funding opportunities that include either academic-year salary support and/or indirect costs to the College during a leave. If faculty members do not apply for these expenses, the application will not count toward the leave funding requirement. Summer salary and/or stipends do not qualify as outside support for a leave, unless the funder permits indirect costs to the College at pre-negotiated rates.

Requests for exceptions to the salary support requirement must be approved by the Provost.

If outside salary support is obtained, it plus the College's leave pay may not exceed an individual faculty member's normal full-time salary.

If Assistant Professors receive outside full funding for a year-long research leave, they will subsequently become ineligible for a College-supported Junior Faculty Research Leave. Faculty members who plan to apply for such funding should consult with the Provost as soon as possible. All junior faculty research leaves must be approved by the Provost and may affect the time to tenure review.

#### **13.4.2. Timing and Frequency of Outside Funding Applications**

Funding applications typically are initiated more than one year in advance of the proposed leave. Notices about leave eligibility are sent 18 months in advance. Documents related to outside funding must be provided to the Provost's Office.

**Leave Table #2: Frequency of Required Outside Funding Applications by Type of Leave**

Faculty Type	Leave Type	Funding Applications	Frequency of Applications
Junior Faculty	Junior Faculty Research Leave	Must apply for funding that includes academic-year salary support and/or indirect costs.	JFRL as outlined in contract
Tenured Faculty	Sabbatical		Every other leave (or at least every 6 years)
Continuing Non-Tenure Track (CNTT)	Professional Development Leave		Every leave, including the first leave
Continuing Non-Tenure Track PE Faculty	Professional Development Leave		Every leave, including the first leave.

### 13.4.3. Course Buy-outs Funded by Grants

If faculty members intend to submit a leave funding proposal or other grant that includes course buy-outs in addition to the leave, they must obtain the Provost's approval for the course buy-outs. Course buy-out rates are calculated as a percentage of the average salary for assistant professors at the time of the grant application.

Faculty members who secure permission from the Provost to buy out a single course (one time only) over the six-semester teaching period necessary for a sabbatical will not have their sabbatical eligibility adjusted.

Faculty members who buy out more than one course over the six semesters of teaching necessary for a sabbatical can take their sabbatical at full pay when they have completed the equivalent of six semesters of teaching (15 courses).

## **13.5. Application, Approval, and Deferral Procedures**

### **13.5.1. The Application**

The Provost sends leave eligibility notices 18 months in advance. They are typically sent early in spring semester. Applications are due by the beginning of the spring semester.

A complete application includes:

1. Professional Leave Application / Deferral Form
2. Required attachments:
  - A description of the objectives and method of research to be undertaken and of the results anticipated. The description should include a statement of the connection of the project with work previously done and a statement of publication intentions.
  - Letter of support from the chair/director of the department (or by the Dean of the Graduate School of Social Work and Social Research) about the potential value of the research or project to the applicant, to the College, and to the scholarly field. This letter is waived for department chairs.
  - A copy of all external funding applications.
  - Previous Leave Report, if applicable. (See Section 13.7.1. Leave Report.)

Photocopies of all applications for and all notifications about outside funding are to be provided to the Provost's Office and the Director of Sponsored Research and/or the Office of Institutional Grants, prior to starting the leave.

The Provost will not decline a request for a leave for which a faculty member is eligible without consulting the Committee on Appointments.

The Provost provides the approval for those faculty members who have met all the requirements for a leave, which is presented to the Board of Trustees for their information. The Provost sends an official letter conveying the approval of the leave to each faculty applicant.

### **13.5.2. Deferral of a Leave**

If faculty members choose not to request a leave for which they are eligible, they must file a Leave Application and Deferral for Professional Leaves with the Provost by the leave application deadline.

Semesters or years spent teaching during and after the eligible semester or year may be accumulated for use in a later period (i.e., banking of accrued time for leave). Leaves may be delayed for research, teaching, departmental or college reasons. Faculty members should consult with their department chair and Provost regarding leave deferrals.

### **13.6. Teaching Load in a Leave Year**

Faculty members having a one-semester leave are expected to teach three (3) courses in the non-leave semester.

Physical Education faculty must take their Professional Development Leave in the non-coaching semester or semester equivalent.

### **13.7. Obligations Incurred by Faculty Members Granted Leaves**

#### **13.7.1. Leave Report**

At the conclusion of the leave, faculty members must submit to the Provost a Leave Report outlining the scholarly, pedagogical, and professional achievements during the leave, as well as an up-to-date *curriculum vitae*. Leave Reports are due October 15 for leaves concluding at the end of the spring semester and February 15 for leaves concluding in the fall semester.

Faculty members who have not submitted this report in a timely way may be denied subsequent leaves.

#### **13.7.2. Employment After Leave**

Faculty members who are granted a leave are expected to return to the College at the conclusion of their leave for a reasonable period of time, i.e., for at least one year.

#### **13.7.3. College Service While on Leave**

Faculty members on leave are not ordinarily asked to participate in departmental or College affairs, except in the case of the reappointment of a department member junior in rank. In that case, written evaluations will be solicited.



## **14. Personnel Policies for Faculty**

### **14.1. Onboarding and Salary Payments**

New members of the Faculty are required to contact Human Resources to complete the onboarding process, which includes signing W-4 and I-9 forms and reviewing the employment benefits for which they are eligible.

Appointments to the Faculty are generally made for a nine-month year (or a fraction thereof for semester-long appointments). For faculty on continuing appointment, salaries are disbursed monthly over a twelve-month period. As of summer 2013, the twelve-month period for an incoming full-time faculty member on continuing appointment is August 1 through July 31. Faculty members are paid at the end of the month. Direct deposit is required.

Salary increases are determined annually by the President in consultation with the Provost, within guidelines established by the Board of Trustees. The Chair of the Committee on Appointments participates in the determination of full Professorial merit and the Committee on Faculty Salaries and Benefits is consulted on the overall pattern of salary increases. Information on salary scales and increases is distributed each year with the letters that inform ranked and Continuing Non-Tenure Track (CNTT) faculty members of their salaries for the coming year.

### **14.2. Data Handling Policy and Information Security Education Program**

Due to the nature of the College's mission and activities, every College employee has some degree of access to confidential information during the normal course of work. The College's *Data Handling Policy* provides guidance for appropriate protection of College data and the systems used to access that data. All employees are responsible for reviewing and adhering to the policy and its guidelines for protecting and stewarding both electronic data and data in print formats.

All College employees are required to complete the required components of the College's Information Security Education Program each year. The Information Security Education Program consists of a series of instructional activities geared towards helping community members attain mastery of the College's Information Security Competencies. These activities may be frequently updated to meet the needs of the College and in response to evolving external threats. Required activities may include reviewing relevant College policies, viewing instructional videos, completing assessments, etc. Data from assessments will not be shared with supervisors, as assessments are solely for educational and self-evaluative purposes. Reports on completion of program activities are provided to Division Heads and Human Resources to ensure College-wide compliance. Any questions related to accessing or completing the program should be directed to the Help Desk ([help@brynmawr.edu](mailto:help@brynmawr.edu), 610-526-7440).

### **14.3. Summer Employment**

Summer employment can be at Bryn Mawr College in a summer academic program, on special assignment, or on research grants administered by or through the College. Summer employment is generally compensated at a monthly rate not to exceed one-ninth of the faculty member's base annual salary for the preceding academic year. Normally, the total summer salary will not exceed two-ninths of the base salary for two months of summer effort. Exceptions for summer salary paid by research grants may be made in consultation with the Provost.

### **14.4. Outside Employment**

Full-time Members of the Faculty are considered to be on full-time service to Bryn Mawr College. Normal parts of this service include writing, researching, consulting, lecturing and/or performing, public service involvement, and working with professional societies and associations. None of these is expected; however, to infringe upon the individual's teaching or other responsibilities at the College.

Permission to take on additional teaching responsibilities at other institutions must be requested in writing and must be approved by the Department Chair and by the Provost or the President. Such requests, with approval of the Department Chair, should be addressed to the Office of the Provost.

In those disciplines where consulting is a characteristic professional involvement, it is understood that faculty members will limit their consulting to the equivalent of one day per week or less. See Section 14.5. On- and Off-Campus Consulting.

### **14.5. On- and Off-Campus Consulting**

Private counseling or consultation is defined as fee-for-service work beyond the scope of academic employment at Bryn Mawr. It would include, but not be limited to, providing individual or group counseling to clients, providing workshops to paying clients, and other than incidental use of campus equipment or facilities to sustain a consulting relationship with third parties.

Prior permission for private counseling or consulting must be obtained in writing from the Provost or the President. Even when such written permission is obtained, that permission shall not be construed as institutional sponsorship of the private counseling or consultation.

**14.6. Foreign Nationals**

Foreign nationals are responsible for securing their own visas; meeting other requirements of the Immigration and Naturalization Service, including proof of employment eligibility under the Immigration Reform and Control Act of 1986; and keeping abreast of any changes in the rules and regulations which affect them. Questions about visa status may be addressed to the Assistant/Associate Provost for Administration.

## 14.7. Bryn Mawr College Workplace Issues and Procedures<sup>1</sup>

### 14.7.1. Statement of Procedures Concerning Sexual Misconduct and Other Harassment and Discrimination

#### Policy

It is the policy of Bryn Mawr College to maintain a work and academic environment free from discrimination and offensive or degrading remarks or conduct. Unlawful discrimination, including sexual misconduct (including but not limited to sexual harassment and sexual violence), will not be tolerated.

#### Definition of Sexual Misconduct

Bryn Mawr is committed to ensuring that all members of the College community have a learning and working environment that is free from sexual misconduct. The College's Sexual Misconduct Policy can be found [here](#) in its entirety. For the purposes of this policy, the College defines Sexual Misconduct as acts described in one or both of the following broad categories:

1. **“Title IX Sexual Harassment,”** in accordance with the U.S. Department of Education Final Rule, includes any conduct on the basis of sex that is alleged to have occurred in a College Education Program or Activity, and is alleged to have been perpetrated against a person in the United States. The conduct alleged, if true, must satisfy one or more of the following conditions:
  - a. A College employee conditions the provision of an aid, benefit, or service on an individual's participation in unwelcome sexual conduct;
  - b. Unwelcome conduct a reasonable person would determine to be so severe, pervasive, and objectively offensive such that it effectively denies a person equal access to the College's Programs or Activities;
  - c. **Sexual Assault**, as defined in 20 U.S.C. § 1092(f)(6)(A)(v), meaning any sexual act directed against another person, without the consent of the victim, including instances where the victim is incapable of giving consent (such as incapacitation, age, family relation to the other party, or intellectual or other disability). Sexual Assault can be committed by or against individuals of any sex or gender and can

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<sup>1</sup> Throughout this document, the term “staff” is inclusive of administrators, including senior administrators. Additionally, the term “employee” includes all staff, faculty and administrators.

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occur between individuals of the same sex/gender or different sexes/genders. As required by the Title IX Final Rule, the College will rely on the following definitions of Sexual Assault:

- i. sexual intercourse with another person, including oral or anal sexual intercourse, or the use of an object or instrument to unlawfully penetrate, however slightly, the genital or anal opening of the body of another person, without consent of the victim, including instances where the victim is incapable of giving consent because of their age or because of their temporary or permanent mental or physical incapacity;
  - ii. touching of the private body parts of another person for the purpose of sexual gratification, without the consent of the victim, including instances where the victim is incapable of giving consent because of their age or because of their temporary or permanent mental or physical incapacity;
  - iii. sexual intercourse between persons who are related to each other within the degrees wherein marriage is prohibited by law; or
  - iv. sexual intercourse with a person who is under the statutory age of consent.
- d. **Dating Violence**, as defined in 34 U.S.C. § 12291(a)(1)), meaning any act of violence committed by a person who is or has been in a social relationship of a romantic or intimate nature with the victim and where the existence of such a relationship is determined based on a consideration of the length, type, and frequency of interactions between the persons involved in the relationship.
- e. **Domestic Violence**, as defined in 34 U.S.C. § 12291(a)(8), meaning a felony or misdemeanor crime of violence committed by a current or former spouse or intimate partner of the victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse or intimate partner, by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies, or by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction.
- f. **Stalking**, as defined in 34 U.S.C. 12291(a)(30), meaning engaging in a course of conduct directed at a specific person that would cause a reasonable person to fear for their safety or the safety of others or suffer substantial emotional distress.

2. **“Other Gender-Based Misconduct,”** defined as acts which do not meet the narrow definition of “Title IX Sexual Harassment,” as defined above, but nevertheless could constitute discrimination on the basis of sex. Other Gender-Based Misconduct, which is alleged to have occurred by or against any member of the College community, regardless of the location of the alleged action, includes:
- a. Sexual Assault, Dating Violence, Domestic Violence, and Stalking, as defined in 1c, d, e, and f (above).
  - b. Unwelcome conduct of a sexual nature, including but not limited to unwelcome sexual advances, requests for sexual favors, or other verbal or nonverbal conduct of a sexual nature that is sufficiently serious, pervasive, or persistent as to create an intimidating, hostile, humiliating, demeaning, or sexually offensive working, academic, residential, or social environment under both an objective and subjective standard.
  - c. Sexual exploitation, defined as occurring when a person abuses or exploits another person’s sexuality for the purpose of sexual gratification, financial gain, personal benefit or advantage, or any other non-legitimate purpose without that person’s consent. The act or acts of sexual exploitation are prohibited even though the behavior does not constitute one of the other sexual misconduct offenses.

Examples of sexual exploitation include:

- observing another individual’s nudity or sexual activity or allowing another to observe consensual sexual activity in a place where that person would have a reasonable expectation of privacy, without that person’s consent;
- recording, and/or distributing (including streaming) of images, photography, video, or audio recording of sexual activity or nudity, or distribution of such without that person’s consent;
- prostituting another individual;
- exposing one’s genitals in non-consensual circumstances;
- knowingly exposing another individual to a sexually transmitted disease or virus without that individual’s knowledge; and
- inducing incapacitation for the purpose of making another person vulnerable to non-consensual sexual activity.

## **General Rules of Application**

The above-referenced acts are considered sexual discrimination. Title IX of the Educational Amendments of 1972, 20 U.S.C. §§1681-1688 (“Title IX”), prohibits discrimination on the basis of sex in Education Programs and Activities operated by recipients of federal financial assistance, including Bryn Mawr College. This Policy is intended to meet the College’s obligations under Title IX; the Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (“Clery Act”), as amended by the Violence Against Women Reauthorization Act of 2013 (“VAWA”), with respect to its application to sex-based misconduct; and other applicable law and regulations.

Consistent with Title IX requirements, Bryn Mawr College does not discriminate on the basis of sex in its Education Programs or Activities (including in admissions and employment). College community members have the right to be free from all forms of sexual harassment and violence. All College community members are expected to conduct themselves in a manner that does not infringe upon the rights of others. The College has zero tolerance for sexual misconduct, and this Policy applies to all employees and students. Non-members of the campus community who engage in discriminatory actions within College programs or on College property are not under the jurisdiction of this policy, but can be subject to actions that limit their access and/or involvement with College programs as the result of their misconduct.

Reports of Sexual Misconduct committed by any student or employee (including faculty and staff) of the Bryn Mawr community will be resolved according to the procedures outlined in the Sexual Misconduct Policy, unless otherwise noted.

## **Other Forms of Harassment and Discrimination**

Discrimination is unequal or disparate treatment of groups or individuals, including their exclusion from any of the College’s programs or activities, or any attempt to hinder access to the College’s resources on the basis of race, religion, color, age, national origin, physical ability, or, as set forth in the College’s Sexual Misconduct Policy, sex or sexual orientation. It is important to recognize that not all conduct that might be offensive to an individual or a group necessarily constitutes discriminatory conduct. Whether a specific act constitutes discrimination must be determined on a case-by-case basis in light of all relevant circumstances.

## **Individuals Covered Under the College’s Workplace Policies and Procedures**

This policy covers all staff members and faculty members as well as students. The College will not tolerate, condone or allow harassment or discrimination, whether engaged in by fellow staff members, students, faculty members or non-employees who conduct business with the College.

## **Complaints of Harassment or Discrimination, Other Than a Complaint of Sexual Misconduct**

### **Reporting a Complaint**

If College community members believe they are being harassed or discriminated against by staff members, students or faculty members or any other person in connection with a community member's obligations at the College, or if a community member is aware that another member has been harassed or discriminated against, it is the community member's responsibility to take the following steps:

- Staff or faculty members should take action immediately by discussing their concerns with their supervisor, the Director of Human Resources, the Equal Opportunity Officer or the Title IX Coordinator.
- Students should take action immediately by discussing their concerns with their dean, the Equal Opportunity Officer or the Title IX Coordinator.
- If community members are uncomfortable for any reason in discussing this issue with these individuals, community members may contact the President of the College or a Workplace Advisor, who will help community members to find appropriate College officials with whom to discuss their concern.
- The College encourages prompt reporting of complaints so that a rapid response and appropriate action may be taken. No retaliation against employees or students who make a good-faith report of a violation of this policy will be tolerated.

### **Investigating the Complaint**

The College will investigate promptly all complaints of violations of this policy. The investigation will include interviews with the parties who are directly involved and possibly with others. These interviews may be conducted by the Equal Opportunity Officer, the Title IX Coordinator, deans, Campus Safety officers or others as the circumstances warrant. Both parties will have an opportunity to present any information that they have to those investigating a complaint, and both will be kept informed in a timely manner of information used in the investigation to the extent possible, consistent with FERPA and confidentiality constraints. Both parties will be updated periodically regarding the status of the investigation. The College will complete its investigation within 60 days after its receipt of a complaint, unless circumstances not within the reasonable control of the College require additional time, in which case both parties will be informed of the delay and the reason therefor. Each situation will be responded to promptly and handled as expeditiously and discreetly as possible.



**Resolving the Complaint**

If the College determines that this policy was violated, it will take corrective action as warranted by the circumstances. Resolution of complaints against Bryn Mawr College students and employees can include requiring an apology, transfer, direction to stop the behavior, counseling or training, suspension without pay or termination of employment, or, in the case of students, temporary separation or permanent exclusion from the College. Both parties involved will receive written notice of the resolution of the complaint within one week of the conclusion of the investigation. If it is determined that harassment or discrimination did occur, the College will include in its resolution steps to prevent a recurrence of harassment and, when applicable, steps to correct the discriminatory effects on the complainant and others.

If an investigation results in a finding that the complainant falsely accused another of harassment knowingly or in a malicious manner, the complainant will be subject to appropriate sanctions, up to and including termination of employment or, in the case of students, up to and including permanent exclusion from the College.

**14.7.2. Policy Concerning Sexual Relationships Between Students and Faculty or Staff Members**

Fulfilling the mission of Bryn Mawr College to provide a rigorous education and to encourage the pursuit of knowledge as preparation for life and work depends upon the existence of a relationship of trust, respect and fairness between faculty or staff members and students. Romantic and/or sexual relationships between faculty or staff members (including teaching assistants) and students threaten this relationship. Further, the unequal nature of their respective roles calls into question a student's ability to fully consent to a romantic and/or sexual relationship with a faculty or staff member. The College considers such a relationship, even if believed to be consensual, to violate the integrity of the student/faculty or student/staff relationship, and to be unethical and unacceptable.

In acting on complaints regarding sexual relationships that come to the College's attention, it will be presumed that any complaint by a student against a faculty or staff member is valid if sexual relations have occurred between them. In addition, third parties, including other students, parents, and other faculty/staff members, may report suspected violations of this policy. All complaints will be investigated and should allegations of such a relationship be substantiated, the College will take appropriate disciplinary action against the involved faculty or staff member, up to and including termination of employment.

### **14.7.3. Policy Concerning Reporting Abuse of Minors on Campus**

A minor is unable to consent to a romantic and/or sexual relationship with an adult. Any sexual activity between a minor and an adult member of the College community is unacceptable and strictly prohibited. In this context, sexual activity includes, but is not limited to, bodily contact with a minor if engaged in for purposes of sexual gratification or arousal, as well as any unlawful non-contact sexual activity (e.g., indecent exposure or text messaging of a sexual nature). All College community members, including students, faculty and staff members, must make a timely report of violations or suspected violations of this policy to the Director of Campus Safety. All complaints regarding sexual activity between a minor and an adult member of the College community that come to the College's attention will be investigated, and should allegations of such activity be substantiated, the College will take appropriate disciplinary action against the College community member, up to and including separation from the College. Further, any reports or complaints of unlawful sexual activity involving minors on the College's campus, whether or not the adult is a member of the College community, will be reported immediately to appropriate law enforcement and social services agencies.

### **14.7.4. Equal Opportunity, Non-Discrimination, and Discriminatory Harassment Policies**

Bryn Mawr College is firmly committed to a policy of equal opportunity for all members of its faculty, staff and student body. Bryn Mawr College does not discriminate on the basis of race, color, religion, national or ethnic origin, sexual orientation, age or disability in the administration of its educational policies, scholarship and loan programs, and athletic and other College administered programs, or in its employment practices.

In conformity with the Civil Rights Act of 1964, as amended, and Title IX of the Education Amendments of 1972, it is also the policy of Bryn Mawr College not to discriminate on the basis of sex in its employment practices, educational programs or activities. The admission of only women in the Undergraduate College is in conformity with a provision of the Civil Rights Act. The provisions of Title IX protect students and employees from all forms of illegal sex discrimination, which includes sexual harassment and sexual violence, in College programs and activities.

Inquiries regarding compliance with this legislation and other policies regarding non-discrimination may be directed to the Equal Opportunity Officer (eoo@brynmawr.edu or 610-526-7630) or the Title IX Coordinator (titleix\_coordinator@brynmawr.edu or 610-526-7630), who administer the College's procedures.

### 14.7.5. Dispute Resolution Process

Bryn Mawr College is committed to providing its employees, including all faculty and staff members, with an equitable and respectful work environment. However, even in the best of places, conflicts occur and misunderstandings happen. In such instances, it is in the best interest of the parties and the College to have a process that allows for impartial review and swift resolution of issues. In all instances in which a member of the community believes that sexual misconduct has occurred, procedures and resolution of complaints will be as set forth in the Sexual Misconduct Policy. For other concerns regarding conflict between community members, it is the expectation of the College that employees will make their best efforts to resolve their differences informally, under this Dispute Resolution Process, and that in most instances those efforts will be successful.

Staff who wish to enlist the help of another individual should call upon their supervisor for guidance and support. Similarly, faculty should consult their department chair for help in resolving challenging situations. If staff or faculty are uncomfortable approaching their supervisor or department chair (or if they are the source of the issue), there are a number of options available.

Faculty and staff may choose to talk with a Workplace Advisor who can provide valuable listening, consultation, support, and advocacy. Workplace Advisors will serve in the following roles:

- Provide a confidential and “off-the-record” place for discussing workplace issues.
- Offer guidance on approaching or resolving an issue.
- Provide information on resources and options for navigating College policies and procedures.
- Serve as a mediator, discussion facilitator, advocate and/or supportive presence in conflict resolution or in the resolution of the workplace issue.
- Be a supportive presence in conflict resolution or in the resolution of the workplace issue by the appropriate College administrator.
- Serve as a first point of contact if faculty/staff members are unsure where to go for particular information.

Staff are not required to consult only with Workplace Advisors who are staff, and faculty are not limited to consulting only a fellow faculty member. The individual with the concern elects with whom they want to share their concern, though it is advised that they not select a Workplace Advisor who has immediate or ultimate supervisory responsibility for themselves or for the other faculty/staff member involved in the concern to avoid the perception that the Workplace Advisor is biased. Staff and faculty may contact Liaisons using their respective campus telephone

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numbers, email or office addresses; there is no shared phone number or email address for Workplace Advisors.

Faculty and staff can also always reach out to the Director of Human Resources. For faculty, the graduate deans and the Provost can also be valuable resources in the resolution of workplace issues.

Further, the Bias Incident Response Team serves as a resource to any community member—staff, faculty, and/or students—who has concerns about bias or discrimination on campus. These concerns may be reported to [biasresponse@brynmawr.edu](mailto:biasresponse@brynmawr.edu), and a member of the Team will respond within two business days to gather information, provide support and assist in facilitating a resolution.

When less formal efforts are unsuccessful, any employee who believes that they have been treated unfairly or are dissatisfied with their working conditions may file a grievance. Grievances affecting two or more employees can be brought as a group grievance. Grievances involving claims of discrimination on the basis of race, color, religion, age, national origin, handicap, will be handled through the College's Equal Opportunity Policy and/or the other College policies and procedures regarding harassment and discrimination.

An employee who has a grievance may discuss the dispute with the Provost, one of the graduate deans, the Director of Human Resources, the Chief Administrative Officer, or with a Staff and Faculty Liaison. The Provost, a graduate dean, the Director of Human Resources, the Chief Administrative Officer, or a Workplace Advisor will encourage the grievant to resolve the complaint informally with the respondent, if appropriate.

If the grievant does not feel that they have succeeded in resolving the complaint informally, or if the grievant chooses not to resolve the complaint directly with the other party, the grievant may ask for mediation of the grievance with a Workplace Advisor. If for any reason the grievant is uncomfortable with mediation by a Workplace Advisor, the Director of Human Resources and/or the Chief Administrative Officer will work with the grievant to select a mutually agreed upon alternate mediator. Mediation is defined as a process for resolving a dispute in which a designated third person helps the parties to resolve the issue. The process is completely confidential. Employees are encouraged to bring unresolved disputes to mediation, in which the parties work with an impartial third party who has expertise in conflict resolution and communication skills. Mediation is often successful because the grievant and respondent have mutual control over the outcome. They craft their own resolution that is satisfactory to both parties. If the grievant goes to mediation and the dispute is still not settled, the grievant may then return to the Director of Human Resources and/or the Chief Administrative Officer to discuss additional options for a mutually agreeable resolution to the complaint. If the grievant remains

unsatisfied that the dispute has been settled satisfactorily, the grievant may appeal to the President of the College, who will listen to the grievant and any other involved parties and will make a final decision to resolve the dispute. The President's resolution of the grievance will be final, and will conclude the College's investigation of the dispute.

Making use of the dispute resolution process will in no way affect job standing, salary, or opportunity for advancement. No retaliation against employees who file a grievance will be tolerated. If a grievant believes they have been retaliated against, they should report it to the Director of Human Resources immediately and appropriate action will be taken.

#### **14.7.6. Bryn Mawr College Whistleblower Policy**

Bryn Mawr College has a responsibility for the stewardship of College resources and the private support that enables it to pursue its mission. The College is committed to compliance with the laws and regulations to which it is subject and to promulgating College policies and procedures to interpret and apply these laws and regulations in the College setting.

The College's internal controls and operating procedures are intended to detect and to prevent or deter improper activities involving accounting practices, finances, internal controls or auditing. However, even the best systems of control cannot provide absolute safeguards against irregularities in these areas. The College has a responsibility to investigate and report to appropriate parties allegations of suspected improper activities and to report the actions taken by the College.

The Audit Committee of the Board of Trustees shall address all reported concerns regarding College accounting practices, finances, internal controls or auditing. In addition, while this Whistleblower Policy is primarily concerned with allegations of financial impropriety, it may also be used for reporting other alleged violations of law or College policy, even if there is a separate procedure for reporting such allegations. These additional concerns include, but are not limited to, issues regarding sexual harassment and discrimination, equal opportunity, unfair treatment, and working conditions.

It is the responsibility of all College employees to report violations or suspected violations in accordance with this Whistleblower Policy. No individual who in good faith reports a violation or suspected violation shall suffer harassment, retaliation or adverse employment or academic or educational consequence.

Individuals wishing to report violations or suspected violations, who do not wish to use regular, on-campus procedures for reporting, may do so by calling the College's hotline number, which is 855-582-3770. All reports will be routed by the hotline service to the Chair of the Audit Committee of the College's Board of Trustees for evaluation.

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A file will be maintained by the Director of Human Resources for the purpose of documenting the resolution of reported violations or suspected violations.

### 14.8. Alcohol and Drug Policies

All employees are responsible for acting in accordance with the College's Alcohol and Drug Policies (See Appendix 10.), which are distributed to employees each year via this Handbook. These policies assert that each employee is responsible for conducting herself or himself in ways consistent with federal, state and local laws, and for following College employment policies regarding alcohol or drug use in the interest of their health and well-being. Impairment due to alcohol or drug use is never an excuse for misconduct. The College will not contribute to the cost of a legal defense for those who violate drug or alcohol laws and rules. Alcohol or drug policy infractions may result in disciplinary action, up to and including termination of employment.

When an employee is concerned about another employee's alcohol or drug use or its self-destructive potential, she or he may express that concern and, if appropriate, encourage that employee to seek confidential help from Human Resources, the College's Employee Assistance Program, Aetna Resources for Living (1-800-865-3200), or from a professional off campus. An employee with questions about how best to assist another employee may seek guidance from the Chief Administrative Officer, the Director of Human Resources, or the Workplace Advisor, or, in the case of faculty members, the Provost. Advice may be sought without revealing the identity of the employee needing help, if that seems best.

### 14.9. The Smoking Policy

In accordance with the Pennsylvania Clean Indoor Air Act and to enable students, faculty, staff, and visitors to avoid exposure to second-hand smoke, the College has enacted a smoking policy that prohibits smoking in all College owned and leased buildings, College athletic facilities (including fields and spectator areas), and College-owned vehicles. Smoking is also prohibited on the plazas in front of Canaday Library, the Campus Center, and the Park Science Building. This policy applies to all faculty, staff, students, contractors and visitors. In addition:

- Smoking is prohibited outdoors within 25 feet of the perimeter of any College building, including arches and covered entrances, to ensure that second-hand smoke does not enter the area through entrances, windows, or ventilation systems.
- Cigarette butts are to be extinguished and placed in appropriate outdoor receptacles. Throwing cigarette butts on the ground or pavement is considered littering.
- "Smoking" also includes the use of e-cigarettes that create a vapor.

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The College is committed to assisting students, faculty and staff in making healthy lifestyle choices. Students can go to the Health Center for information and assistance. Faculty and staff who are interested in smoking cessation programs may obtain information from Human Resources. In addition, residents of Pennsylvania can access services available through the PA Free Quitline at 1-800-Quit-NOW (784-8669) or <http://www.determinedtoquit.com/>.

Penalties for violation of the College's smoking policy shall be disciplinary action in accordance with general College provisions for misconduct.

## 15. College Benefits Programs

### 15.1. Overview of Flexible Benefit Plan

The Human Resources Office administers all benefits programs for the faculty and staff of the College. If there are any questions about benefits, employees are encouraged to contact Human Resources at 610-526-5261.

Bryn Mawr College provides a Flexible Benefit Plan for eligible Members of the Faculty and staff, with “core benefits” and “benefits of choice” components. The College provides a monthly budget (stipend) to offset the costs of optional benefits, i.e., “benefits of choice” available under the Flexible Benefit Plan. If an employee's benefits selection exceeds the amount of the College’s monthly budget in the Flexible Benefit Plan, the faculty member pays the difference by salary reduction.

The core benefits include the cost of premiums for:

- Dental Insurance for the employee only
- Basic Life Insurance
- Long-term Disability Insurance
- Employee Assistance Program.

The “benefits of choice” are:

#### 1. Medical Insurance

Benefits-eligible employees are required to purchase single medical coverage unless the employee can document that they are covered by another group medical plan. Each employee participating in the Flexible Benefit Plan receives a college budget. Employees who select medical coverage receive an additional medical subsidy that varies based on family status. Employees who purchase medical coverage contribute toward the cost of the premium on a pre-tax basis and their taxable income is reduced by the amount of the contribution. Employees who waive medical coverage can use the College budget to purchase other benefits.

#### 2. Family Dental Insurance

Employees who purchase family dental insurance pay the cost of the premium in excess of the College contribution for single dental coverage on a pre-tax basis (as permitted by the I.R.S.), and their taxable income is reduced by the amount of the contribution.

#### 3. Supplemental Life Insurance for one’s self, spouse, and dependent children.



### **15.1.1. Eligibility for Flexible Benefit Plan**

Ranked faculty (Assistant, Associate, and full Professor); and Lecturers and Instructors on continuing non-tenure track appointments; pre- and post-doctoral teaching fellows; and faculty on interim appointments who are scheduled to work the equivalent of 26 hours per week, 52 weeks per year, or 1,352 hours annually (full-time equivalent (FTE) status of .74 or higher) are eligible to participate in the Flexible Benefit Plan.

### **15.1.2. Enrollment in Flexible Benefit Plan**

Enrollment in the various benefit programs is not automatic. Employees will be eligible to enroll in the Flexible Benefit Plan on the first of the month coincident with or following the date of employment. It is the employee's responsibility to review the Flexible Benefit Plan information and to complete the necessary applications within the first 31 days of employment, as well as during the annual Open Enrollment period, which occurs each September. Changes made during Open Enrollment go into effect as of the start of the plan year, which runs from November 1 – October 31.

The benefit selections, once 31 days of employment have passed, cannot be changed during the plan year unless there has been a life/qualifying event. It is also the employee's responsibility to notify Human Resources within 31 days of a life/qualifying event (as defined by the I.R.S.) that permits a mid-year change. Examples include marriage, birth of a child and divorce. Detailed information on the benefit coverage, including employee contributions, will be provided to eligible employees during new employee orientation in Human Resources and annually at the start of each Open Enrollment period.

## **15.2. Health Insurance for Employees**

All faculty members who participate in the Flexible Benefit Plan must select one of the College medical insurance options unless they can show that they have coverage under another group medical plan. Individuals may select from a variety of product offerings. Coverage is available on single, employee/spouse, parent/children, and family status.

Family coverage dental insurance is also available to Flexible Benefit Plan participants.

The College regularly reviews the medical insurance coverage, costs and hours worked by employee to ensure the plan is administered in accordance with the Employer Shared Responsibility Provisions of the Affordable Care Act. Some employees will receive an offer of medical insurance even though they may not be eligible for the additional benefits provided within the Flexible Benefit Plan as stated in the preceding section of this handbook.

### **15.2.1. Health Insurance for Retirees**

Employees who meet the College's definition of a retiree on their last day of employment may purchase medical insurance through the College at their own expense.

Retirees up to age 65 may continue coverage for themselves and their eligible dependents in one of the Bryn Mawr College group plans at their own expense. They will be billed monthly by the College.

Retirees age 65 or older who wish to continue in a Bryn Mawr College group plan will need to enroll in a Medicare Advantage or Medicare Supplement plan. Information on the available plan options is available in Human Resources. All Medicare plans require the retiree to enroll in Medicare Parts A and B. Plan enrollment should occur the first of the month following or coincident with the date of retirement, or the first of the month in which the retiree becomes 65, whichever is later. The College will bill the retiree monthly.

### **15.3. Worker's Compensation Program**

Faculty members are covered under Pennsylvania's Workers' Compensation Act for work-related injuries or illnesses. Employees must notify Human Resources of an injury.

### **15.4. Group Life Insurance**

The College carries term group life insurance in the amount of \$25,000 for participants in the Flexible Benefit Plan. This amount is reduced by 50% for participants age 70 and older. Supplemental employee and dependent life insurance for spouses and dependent children may be purchased. Approval of supplemental life insurance is subject to the medical underwriting guidelines established by the insurance carrier.

### **15.5. Long-Term Disability Insurance**

The College carries long-term disability insurance for all Flexible Benefit Plan participants. This benefit provides income continuation when a disability lasts more than 180 days. A copy of the long-term disability insurance plan description may be obtained in Human Resources.

### **15.6. Flexible Spending Account**

Employees who are eligible to participate in the flexible benefit plan are also eligible to participate in the flexible spending account (FSA). This account allows reimbursement for eligible dependent care and medical care expenses not covered by insurance with pre-tax dollars. Annual contributions to the FSA are determined by the IRS.

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Participants may enroll in the dependent care spending account effective on the first of the month coincident with or following the date of employment, as long as enrollment occurs within 31 days of employment. Participants may also enroll in the dependent care spending account during the annual Open Enrollment period, which starts in November.

Participants may enroll in the medical care spending account effective on the first of the plan year (January 1) coincident with or following one year of employment. Enrollment in the medical care spending account occurs during the annual Open Enrollment period, which starts in November.

Changes made during Open Enrollment go into effect as of the start of the plan year, which runs from January 1 - December 31 with a grace period that runs from January 1 to March 15 of the following year. The FSA is subject to a “use it or lose it” provision, meaning that unused balances will be forfeited if expenses are not incurred during the plan year and applicable grace period.

Please contact Human Resources for more information on the FSA.

### **15.7. Health Savings Account**

The Health Savings Account (HSA) is an optional feature of the high deductible health plan (HDHP) sponsored by the College. The HSA can be used to pay for medical expenses with pretax dollars. Annual contributions to the HSA are determined by the IRS.

HSA participation is limited to HDHP enrollees who have no other health coverage, which includes the FSA medical care savings account. If an employee is enrolled in the College medical care savings account and participates in the HDHP, contributions to the HSA will be restricted until the next calendar year. HDHP enrollees should also not contribute to the HSA if enrolled in Medicare (Parts A or B) or Medicaid.

HSA contributions will be deposited into an FDIC-insured account. HSA enrollees will receive a debit card for which distributions from the account will be made. Unlike an FSA, there is no “use it or lose it” provision, so funds in the account do not need to be used before the end of the plan year. Distributions are tax-free for qualified medical expenses. Unlike an FSA, no one other than the account holder will monitor the distribution process. If a distribution is made for non-qualified medical expenses, the amount withdrawn will be subject to income tax and may be subject to an excise tax as well. Any fees incurred on the account are the responsibility of the account holder.

Any individual who participates in an HSA must complete IRS Form 8889 when filing the Form 1040 income tax return. While the College will not deduct more than the annual individual or

family maximum for the applicable plan year, whether the deduction is in fact permissible in its entirety will be determined on Form 8889. Please contact Human Resources for more information on the HSA and the HDHP.

### **15.8. Employee Retirement Plans**

Bryn Mawr College sponsors a 403(b) retirement plan through which the College's and/or eligible employee contributions can be made. Contributions and investment earnings are not subject to federal taxes, and they will remain tax sheltered until participants start to receive their retirement investment. Special tax penalties apply to distributions made before age 59 ½. College contributions made to the 403(b) plan cannot be withdrawn prior to retirement, unless employment is terminated. Active employees may withdraw voluntary employee contributions after age 59 ½.

#### College Contribution

Employees who work a minimum of 1,000 hours per year, are eligible for a College contribution. The College contribution will begin on the first day of the month following the first eight months of employment at Bryn Mawr. The contributions are retroactive to the first of the month coincident with or following the employee's date of employment.

The College will contribute an amount equal to ten percent of a participant's gross eligible wages. This contribution is in addition to a participant's annual salary, and it will not reduce a participant's salary in any way. Enrollment in the Bryn Mawr College Retirement Plan is made through the TIAA website: [tiaa.org/brynmawr](https://www.tiaa.org/brynmawr).

This site will list all mutual funds available through the Bryn Mawr College Retirement Plan, and is pre-selected for investment in a qualified default investment alternative under the Plan. A percentage election can be made to any of the listed funds.

#### Voluntary Employee Contribution

A regular full-time or regular part-time employee may contribute, or may supplement the College contribution, to their retirement through salary reduction.

Salary reduction is done through the TIAA website and allows a participant to reduce their salary each pay period by a fixed dollar amount or a fixed percentage. A participant's gross income for federal income tax purposes will be reduced by this amount. The amount of a participant's salary reduction is limited under the Internal Revenue Code. Information regarding this annual limit is posted on the Human Resources website.

### **15.9. Tuition Grant Program**

The Bryn Mawr College Tuition Grant Program provides certain employees with tuition subsidy benefits for undergraduate education of their eligible children.

Tenured and tenure-track faculty hired prior to June 1, 1998 may be eligible for a grandfathered benefit. If you are a tenured or tenure-track faculty member hired prior to June 1, 1998 please contact Human Resources for information.

This benefit is provided to employees who are scheduled to work at least the equivalent of 17.5 hours per week, 52 weeks per year, or 910 hours annually and who have completed seven years of service at the time an eligible child enrolls for an academic year. Service will be accrued during sabbaticals and during leaves of absence for College research purposes. Eligible part-time employees will receive a pro-rated tuition grant.

The benefit for eligible employees is limited to the lesser of:

1. One half (50%) of the Bryn Mawr College tuition in the applicable academic year
2. One half (50%) of the tuition charged by the institution in which the eligible child is enrolled. Eligible part-time employees will receive a pro-rated tuition grant, which is annually scheduled hours divided by 1820.

The initial Tuition Grant is limited to the equivalent of eight full-time academic years (i.e., sixteen semesters or the equivalent) for each eligible employee who has satisfied the seven-year service requirement. Those sixteen semesters or the equivalent may be applied for two or more children of an eligible employee in any combination or percentage designated by the employee, provided that the Tuition Grant for any eligible child shall not exceed eight semesters or the equivalent. Additional Tuition Grants are earned at the rate of one year of Tuition Grant (i.e., two semesters) for each year of service exceeding seven years.

If two eligible employees are entitled to apply for a tuition grant on behalf of the same eligible child, the total benefit available to that child may not exceed four full-time academic years.

Eligible children include dependent children, including legally dependent adopted children, and legally dependent stepchildren of persons employed by Bryn Mawr College.

The eligible child must be declared as a dependent on the employee's Form 1040 during the period for which the tuition grant is awarded, or the employee must be able to demonstrate that she or he provides at least 50% of the child's support. Children who are 25 or more years of age at the end of the calendar year (December 31) will not be eligible for this program in the following calendar year (beginning January 1).

The eligible child must be attending an accredited undergraduate college, university, junior college or technical school on a full-time basis, in an associate's or bachelor's degree program. The tuition grant may only be used to cover tuition costs. It may not be used to cover room and board, transportation, correspondence courses, special lab fees for specified courses, tutoring fees, attendance, books and course materials or any other similar charge.

Employees must complete a Tuition Grant Application form prior to six months from the date of expected enrollment. This form is available in Human Resources. Upon submission of the original invoice, the College will pay the tuition grant directly to the institution that the eligible child is attending. Tuition invoices should be promptly submitted to Human Resources to ensure timely payment. A copy of the College's Tuition Grant Policy is available in Human Resources.

### **15.9.1. Tuition Benefits for Spouses of Eligible Faculty Members**

The spouse of ranked faculty (Assistant, Associate, and full Professor) and faculty members on Continuing Non-Tenure Track appointments may take the equivalent of one full year's course load—that is, a maximum of eight units at the undergraduate level at Bryn Mawr College (or Haverford College), or six units in the Graduate School of Arts and Sciences, or 10 units in the Graduate School of Social Work and Social Research—for credit and without charge. To take graduate-level courses, spouses must formally apply and gain admission to the Graduate School. Courses in Bryn Mawr College's Post-Baccalaureate Pre-Medical Program are not included in this benefit. Post-baccalaureate courses taken in the Bryn Mawr College / Haverford College Education Program are subject to program-specific fees.

## 15.10. Sick Leave

### 15.10.1. Continuation of Pay

The College *Sick Leave Policy* provides for pay continuation in the following situations:

- The faculty member cannot teach his or her course load due to illness or injury.
- The faculty member cannot perform expected research during a sabbatical leave due to illness or injury.
- The faculty member opts to take time off from work to care for a sick relative or significant other, including all eligible dependents for which leave has been granted to the employee under the Family and Medical Leave Act (FMLA) of 1993.

### 15.10.2. Accrual of Sick Leave

Full-time faculty accrued sick leave at full pay at the rate of 0.75 days per month of service (9 days per year of service). Part-time faculty accrue sick leave on a *pro-rated* basis. Junior Faculty Research Leaves, Sabbatical and Professional Development Leaves are considered as full-time status, regardless of the percentage of pay received during the leaves. Sick leave is not accrued during any period of unpaid personal leave. When sick leave is used to care for another person, it is limited to a maximum of 12 weeks in any 12-month period. Serious circumstances should be discussed with the Provost and with Human Resources. A copy of the *Bryn Mary College Sick Leave Policy* may be obtained in the Human Resources Office and is also available on their web site.

## 15.11. Short-Term Disability

The *Bryn Mawr College Short-Term Disability Policy* provides for partial pay continuation for specific time-periods to eligible employees disabled by non-work related illnesses or injuries. These provisions apply to all faculty and staff members who are classified as regular full-time, or regular part-time who are scheduled to work at least the equivalent of 10.5 hours per week, or 546 hours annually and who have six (6) or more months of service.

A copy of the *Bryn Mawr College Short-Term Disability Policy* may be obtained in Human Resources Office and is also available on their web site.

## 15.12. Family and Medical Leave

In accordance with the Family and Medical Leave Act of 1993 as amended, a faculty member who has completed one full year of service (12 months) and worked at least 1,250 hours in the past year may request up to 12 weeks of unpaid leave time in a rolling 12 month period to

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provide necessary care (1) in the event a serious health condition renders them faculty member unable to perform their job functions (2) to care for a spouse, child, or parent who has a serious health condition (3) for the birth or caring for a child within twelve months of birth, or placement in the faculty member's home of a foster child (4) for a qualifying exigency due to the fact that the faculty member's spouse, child, or parent is either on active duty or has been notified on an impending call or order to active duty in the Armed Forces in support of a contingency operation.

The maximum length of unpaid leave is 12 weeks in any 12-month period. Leave will be extended to 26 weeks in any 12-month period for a faculty member who is caring for a covered service member who is the spouse, child, parent or next of kin of the employee. A covered service member includes any member of the Armed Forces including the National Guard and Reserves, who is undergoing medical treatment, recuperation, therapy, is on outpatient status, or is on a retiree disability list for a serious injury or illness.

During this time, the faculty member is entitled to continuation of their benefits at the rate of the College's current contribution. If the faculty member does not return to work at the conclusion of the leave, the College may recover the cost of the medical and dental insurance premiums, up to the subsidy amount, paid during the leave. Such recovery will not occur if the faculty member's own health condition prevents his or her return.

A copy of the *Bryn Mawr College Family and Medical Leave Policy* may be obtained in Human Resources Office and is also available on their web site.

A faculty member may elect to take paid time (Sick Leave, Short-Term Disability, and Parental Leave) in lieu of unpaid time, in accordance with applicable College policies.

A faculty member is expected to give written notice at least 30 days in advance of their intention to take a leave. The faculty member is also expected to provide medical certification from a health care provider regarding a serious health condition.

### **15.13. Births and Parental Leave**

In accordance with the *Bryn Mawr College Parental Leave Policy*, members of the Faculty in continuing appointments who have completed six months of full-time employment at the College may apply to the Provost and the Director of Human Resources (in consultation with their Department Chair) for parental leave with pay in the event of a birth or adoption to the family.

The College will provide all eligible faculty members, regardless of the person's sex, four weeks (twenty working days) of paid time. Faculty may also use accrued sick leave in accordance with the *Bryn Mawr College Sick Leave Policy*. Faculty may also use unpaid leave in accordance with



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the Bryn Mawr College Family and Medical Leave Act. Faculty members planning for a parental leave should consult with the Provost and also the Director of Human Resources (at least three months before the leave if possible), who can advise on maximizing the College's benefits to support the faculty member.

A faculty member returning to full-time teaching four weeks or more into the semester can be disruptive to the classroom experience. Therefore, all faculty members returning from paid parental leave during a semester will return to work with modified duties at full pay for the remainder of the semester in which the paid leave occurs. The modified duty work will be agreed upon in a meeting with the faculty member taking the parental leave, their Department Chair, and the Provost, with every effort to make the modified duty work consistent across departments and disciplines. The duties can vary depending on the needs of the faculty member, the department, and the College, but include things such as reading departmental search applications, serving as the second reader on theses or dissertations, or supervising independent student research. Similar to a sabbatical leave, the faculty member taking a Parental Leave is expected to teach the equivalent of three courses in the non-leave semester.

Parental leave may be deferred to any semester that commences within one year of the date of birth or adoption.

Births are covered under the *Bryn Mawr College Short-Term Disability Policy*. A faculty member who gave birth may delay paid parental and sick leave until after the short-term disability payments associated with the pregnancy and/or delivery have ended; but may also return to modified work duty early without taking the reduced pay associated with short-term disability.

Faculty members will be permitted to take a leave of up to a maximum of six months, with a combination of paid leave, short-term disability leave, sick leave, and unpaid time.

Time taken for a parental leave may affect the accrual of full-time active teaching semesters for sabbatical leave eligibility. A parental leave event that occurs during a sabbatical or junior faculty research leave should not result in a loss of leave time. This situation will be treated analogously to a leave in a teaching semester.

A copy of the *Bryn Mawr College Parental Leave Policy* may be obtained in the Human Resources Office and is also available on their website.

### **15.14. Military Leave**

A leave of absence will be granted to faculty members who serve in the U.S. uniformed services in accordance with the Uniformed Services Employment and Reemployment Rights Act (USERRA). Advance notice of military service is required unless military necessity prevents such notice. Benefits provided by the College during military leave will be in accordance with USERRA. Please contact Human Resources for questions about military leave.

### **15.15. College Mortgage Plan**

Full-time, tenure-track faculty members may be eligible to obtain mortgages through the College. The Board of Trustees reviews the general availability of such funds from time to time and the Office of the Treasurer oversees the Plan. Each specific application is subject to the approval of the Real Estate Subcommittee of the Finance Committee of the Board of Trustees. Information about the College Mortgage Plan is available on the web page of the College's Chief Administrative Officer.

### **15.16. Commuter Benefits Plan**

The Bryn Mawr College Commuter Benefits Plan (the "Plan") is a tax-free fringe benefit plan established under Internal Revenue Code ("IRC") §132(f), as expanded by the Transportation Equity Act of the 21st Century. Active, regular, non-student full-time and part-time faculty and staff are eligible to participate in the Plan. The Plan allows eligible employees to set aside part of their salary on a tax-free basis to pay for certain work-related commuter expenses. Only expenses for a qualified transit pass under IRC §132(f), which enable eligible employees to commute to or from work, are eligible for reimbursement under the Plan. The maximum salary reduction allowed is \$270 per month. Employees who wish to participate in the Plan in a given month must confirm enrollment by the 10th of the previous month through the Edenred Commuter Benefits website. Complete details on how to participate are provided on the Human Resources website.

### **15.17. Employee Assistance Program**

This benefit is provided to Flexible Benefit Plan participants by Aetna. It is designed to assist employees and their families with a wide range of issues, including:

- Individual Counseling
- Bereavement Counseling
- Relationship and Family Counseling
- Community Resources
- Referrals Work-related Stress

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- Substance Abuse
- Legal/Financial Concerns

Further information is available at Human Resources or by directly calling Aetna at 800-865-3200. The use of Aetna services is confidential.

## **16. Authorization and Guidelines for Searches for Faculty**

### **16.1. Background on Searches for Continuing Faculty**

Requests to appoint new faculty members on continuing appointment (i.e., Tenured, Tenure Track, or Continuing Non-Tenure Track) must be reviewed by the Committee on Academic Priorities, the Committee on Appointments and the Provost, and authorized by the President. The Committee on Academic Priorities (CAP) publishes annually to the CAP web page the *Guidelines for Requests for Tenure-Track and CNTT Positions*.

### **16.2. Guidelines for Continuing Non-Tenure Track Appointments (CNTT)**

#### **16.2.1. General Types and Requirements**

With the exception of the arts, sciences and mathematics, the types of and requirements for CNTT appointments may be described as follows:

##### **Instructor**

An entry-level position requiring the standard degree commonly expected of specialists in the field or at least a master's level degree. Initial appointment is for a period of two (2) or three (3) years; reappointment at this level is for three-year (3) periods. Review for reappointment or promotion will be in the spring of the penultimate year of the term of appointment. After one (1) term, an Instructor may be considered for promotion to Lecturer.

##### **Lecturer**

A position requiring the standard degree commonly expected of specialists in the field or at least a master's level degree and three years' experience in instruction at Bryn Mawr or the equivalent experience at another institution. Initial and subsequent appointments are for periods of three (3) years. Review for reappointment or promotion will be in the spring of the penultimate year of the term of appointment.

##### **Senior Lecturer**

An Instructor or Lecturer in a department whose teaching is deemed highly satisfactory may be promoted to this rank. Eligibility for promotion to senior lecturer requires completion of six (6) years at Bryn Mawr by the time of appointment to this rank or the equivalent experience at another institution.

The title of Senior Lecturer is normally reserved for individuals who hold the Ph.D. degree. An additional requirement for this position is some administrative responsibility at Bryn Mawr or the equivalent experience at another institution. Initial appointments at this rank are for a period of three (3) years. Subsequent appointments and promotions to this position from the rank of

Lecturer are for periods of five (5) or six (6) years. Probationary reappointments may be for a shorter period of time. Review for reappointment will be in the spring of the penultimate year of each term.

### **16.2.2. Types and Requirements for CNTT Positions in the Arts**

Some of the positions in the Arts Program are tenure track; others are non-tenure track and may be either Continuing Non-Tenure Track (CNTT) or interim appointments.

Continuing Non-Tenure Track (CNTT) appointments in the arts are at the following ranks:

#### **Instructor**

An entry-level position normally requiring the standard degree commonly expected of specialists in the field or at least a master's level degree. Initial appointment is for a period of two or three years; reappointment at this level is for three (3) year periods. Review for reappointment or promotion will be in the spring of the penultimate year of the term of appointment. After completion of one term, an Instructor is eligible for appointment to the rank of Lecturer.

#### **Lecturer**

A position requiring the standard degree commonly expected of specialists in the field (Ph.D., M.F.A., or other degree) or prior equivalent experience in the field and experience in teaching. Initial appointment is for a period of two (2) or three (3) years; reappointment at this level is for three-year (3) periods. Review for reappointment or promotion will be in the spring of the penultimate year of the term of appointment.

#### **Senior Lecturer**

An Instructor or Lecturer whose teaching is deemed highly satisfactory may be promoted to this rank. An initial appointment at this level requires the appropriate degree or equivalent, extensive professional experience, and at least six (6) years of teaching at Bryn Mawr College by the time of appointment to this rank or the equivalent experience at another institution, plus a creative/scholarly or performing record recognized in the field.

Initial appointments at this level are for three (3) years; subsequent appointments and promotions to this position from the rank of Lecturer are for periods of five (5) or six (6) years. Probationary reappointments may be for a shorter period of time.

Review for reappointment will be in the penultimate year of each term.

### **16.2.3. Types and Requirements for CNTT Positions in Science Departments**

Some of the positions in the Science Departments may be continuing non-tenure track. The principal responsibilities associated with Continuing Non-Tenure Track teaching positions are the organization, operation, and maintenance of instructional laboratories including the training and supervision of graduate and undergraduate teaching assistants.

Continuing Non-Tenure Track (CNTT) appointments in the Sciences are at the following ranks:

#### **Laboratory Coordinator**

It is an entry-level position requiring at least a B.A. degree. Initial appointments at this level are for periods of two (2) or three (3) years; reappointment is for three (3) year periods. Review for reappointment or promotion will be in the spring of the penultimate year of the term of appointment.

#### **Laboratory Instructor**

An entry-level position requiring at least the M.A. or M.S. degree. Initial appointment is for a period of two (2) or three (3) years; reappointment at this level is for three (3) year periods. Review for reappointment or promotion will be in the spring of the penultimate year of the term of appointment. After completion of one term, an Instructor is eligible for appointment to the rank of Laboratory Lecturer.

#### **Laboratory Lecturer**

The title of Laboratory Lecturer is reserved for individuals who hold the Ph.D. degree.

Initial appointment is for a period of two (2) or three (3) years; reappointment at this level is for three-year periods. Review for reappointment or promotion will be in the spring of the penultimate year of the term of appointment.

#### **Senior Laboratory Instructor**

A Laboratory Instructor whose teaching is deemed highly satisfactory may be promoted to the rank of Senior Laboratory Instructor. Senior Laboratory Instructor's teaching responsibilities may include supervising research projects of advanced students. Eligibility for promotion to Senior Laboratory Instructor requires completion of six (6) years of instruction at Bryn Mawr by the time of appointment to this rank or the equivalent experience at another institution.

Initial appointments at this rank are for a period of three years. Subsequent appointments of persons at this rank are for periods of five (5) or six (6) years. Probationary reappointments may

be for a shorter period of time. Review for reappointment will be in the spring of the penultimate year of each term.

### **Senior Laboratory Lecturer**

A Laboratory Lecturer whose teaching is deemed highly satisfactory, may be promoted to this rank. The title of Senior Laboratory Lecturer is reserved for individuals who hold the Ph.D. degree. Senior Laboratory Lecturer's teaching responsibilities may include supervising research projects of advanced students. Eligibility for promotion to Senior Laboratory Lecturer requires completion of six (6) years of instruction at Bryn Mawr by the time of appointment to this rank or the equivalent experience at another institution.

Initial appointments at this rank are for a period of three years. Subsequent appointments and promotions of persons to this position from the rank of Lecturer are for periods of five (5) or six (6) years. Probationary reappointments may be for a shorter period of time. Review for reappointment will be in the spring of the penultimate year of each term.

### **Mathematics Program Coordinator**

The principal responsibilities associated with this teaching position are supervising the syllabi, texts and help sessions (including problem sessions and math clinic) for 100-level courses. In conjunction with the Department Chair, the Program Coordinator schedules all departmental offerings and works with the chair to implement the academic goals of the department. Together with a committee, the Coordinator administers and evaluates math placement examinations during the freshman orientation period. The Coordinator hires and supervises the tutors, appointed by the Undergraduate Dean's Office. The tutorial program is under the supervision of the Coordinator. The Coordinator manages the content and extent of the department's mini-courses and schedules the summer school courses offered by the department. The Coordinator also serves as the department's primary liaison with the McBride Scholars Program.

There are two levels of appointment for the Mathematics Program Coordinator:

#### **1) Program Coordinator and Instructor/Lecturer**

An entry-level position requiring the standard degree commonly expected of specialists in the field or at least a master's level degree. The title of Lecturer is reserved for individuals who hold the Ph.D. degree. Initial appointment is for a period of two (2) or three (3) years; reappointment at this level is for three (3) year periods. Review for reappointment or promotion will be in the spring of the penultimate year of the term of appointment.

## **2) Senior Program Coordinator and Instructor/Lecturer**

A Program Coordinator whose teaching is deemed highly satisfactory may be promoted to the rank of Lecturer. Initial appointments at this level are for periods of three (3) years and require at least a M.A. or M.S. degree and a minimum of six (6) years of teaching or equivalent experience at another institution. Eligibility for promotion to Lecturer requires completion of six (6) years of instruction at Bryn Mawr by the time of appointment to this rank or the equivalent experience at another institution.

The title of Lecturer is reserved for individuals who hold the Ph.D. degree. The term of subsequent appointments as well as the term of promotion to this rank is five (5) or six (6) years. Probationary reappointments may be for a shorter period of time. Review for reappointment will be in the spring of the penultimate year of each term.

### **16.2.4. Request to Convert CNTT Position to Tenure-Track Position**

Requests to convert a Continuing Non-Tenure Track position to a tenure-track position must be reviewed by Committee on Academic Priorities (CAP), Committee on Appointments, and the Provost.

If such a conversion is authorized by the President, the standard procedure requires a national search, i.e., the position is to be treated as a “new” position.

In exceptional cases, the President may determine in consultation with the Committee on Appointments that it is in the best interest of the College to convert not only the position but the status of the individual in the position without a national search.

## **16.3. Guidelines for Athletics and Physical Education Appointments**

### **16.3.1. General Types and Requirements**

The types of requirements for faculty in the Athletics and Physical Education department are as follows:

#### **Physical Education Instructor**

This is an entry-level position, which requires the bachelor’s degree. Initial appointment is for one year and is probationary; reappointment at this level is for three-year periods. Instructors may be considered for promotion to Lecturer after serving for three (3) or more years as Instructor.



Review for reappointment or promotion takes place in the final semester of the term of appointment.

### **Physical Education Lecturer**

Appointment at this level requires the bachelor's degree with a master's degree preferred and at least three years of experience in teaching at the College or equivalent experience at another institution. Initial appointment is for a period of one year; reappointments at this level are for three-year periods.

Review for reappointment or promotion takes place in the final semester of the term of appointment.

### **Physical Education Senior Lecturer**

Appointments at this level are normally for terms of five (5) or six (6) years. Probationary reappointments may be for a shorter period of time. A master's degree (or the equivalent) is required for appointment or promotion to this rank. After a minimum of seven (7) years at Bryn Mawr or the equivalent experience at another institution, a Physical Education Lecturer whose teaching is deemed highly satisfactory by the faculty members in the department and by students may be considered for promotion to this rank.

Review for reappointment or promotion takes place in the final semester of the term of appointment.

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## 16.4. Guidelines for Searches for Tenure-Track Appointments

### 16.4.1. Submitting a Request to the Committee on Academic Priorities (CAP)

Consult the annually updated *Guidelines for Requests for Tenure-Track Searches* found on the Office of the Provost's web page. The *Guidelines* will indicate institutional priorities and any new requirements and the deadlines for submittals.

A formal request should include the following:

1. A detailed description of the proposed position.
2. A statement of how the position would contribute to short- and long-term departmental needs and disciplinary directions as well as to the College's mission, academic priorities (e.g., contribution to interdisciplinary programs, Emily Balch Seminars, postbac or graduate programs, Praxis program, etc.) and strategic directions.
3. A description of how the position would contribute to the offerings, curricular demands, and the long-range goals and plans of other departments and programs. Please note: In contrast to previous years, we do *not* ask for supporting letters from those departments or programs.
4. A long-range (5-year) staffing plan that addresses how the Department's curriculum and its contributions to other programs will be covered.
5. Student enrollment figures for the past five (5) academic years. (Note: student enrollment should be broken down by introductory and advanced courses; include numbers of majors and, for departments with graduate programs, numbers of graduate students. This should also include some analysis of trends in the data. The Registrar should be able to provide raw data, which can be included in your request).
6. A reflection on how the position could improve Bi-College curricular cooperation. Please include, if appropriate, letters from counterpart departments or programs at Haverford commenting on the proposal.
7. A description of the applicant pool for the proposed position. It is particularly important to include specific information on the potential candidate pool from underrepresented groups within the professional discipline(s) being recruited and the specific area(s) being proposed. If available, please include relevant demographic data from professional education associations, e.g., Mellon Mays Fellowship Program, Consortium for Faculty Diversity in Liberal Arts Colleges, etc.
8. An estimate of the costs associated with the position, e.g., laboratory construction or renovation and startup funds.

An abstract or summary of the proposal that will be posted on Committee on Academic Priorities' (CAP) area on the Office of the Provost's webpage. (Note: *These postings will alert other members of the academic community to the proposed requests and provide an opportunity for comment*).

#### **16.4.2. Schedule of a Request for a Tenure-Track Search**

In the fall semester of the year preceding the proposed search according to the deadlines set by the Committee on Academic Priorities for that year, Department Chairs submit any such requests to the Committee on Academic Priorities.

The Committee reviews the requests between December and March.

In the second half of March, the Provosts of Bryn Mawr College and Haverford College and the Chairs of the Committee on Academic Priorities (CAP) and Haverford's Educational Policy Committee (EPC) consult regarding the two institutions' respective staffing requests and proposals.

In early April, the Committee on Academic Priorities submits search requests, recommendations, and the results of the two-college consultation to the President. The President responds to the Committee on Academic Priorities and to the individual departments in a timely fashion.

#### **16.4.3. Advertising for an Approved Tenure-Track Search**

If approval of the position is secured, the Department Chair submits to the Provost for joint approval with the Committee on Appointments and the Committee on Academic Priorities the text for an advertisement.

The advertisement should be submitted to the Provost by the end of the first week of May.

#### **16.4.4. Forming a Search Committee for Searches for Continuing Faculty**

After advertisements are approved, the search committee is formed.

The Provost, in consultation with the Committee on Appointments, appoints all members of search committees, including search committee chairs.

When the membership of the search committee has been determined, the Provost communicates with the search chair, confirming the committee membership, calling attention to general search procedures, inviting search chairs and administrative coordinators to a mandatory search orientation meeting.

**16.4.4.1. Search Committees for Departmental Positions in Academic Departments**

In searches for departmental positions, typically all ranked and CNTT members of a department are part of a search committee. Larger departments may wish to ask three (3) or four (4) of their members to serve on the search committee. In addition to the members of the department, a member of the Committee on Appointments, a Haverford College faculty member (usually from the counterpart department), a Faculty Diversity Representative, and one or more Bryn Mawr faculty members from an allied department or departments are asked to serve. The Committee on Appointments Representatives to faculty searches also serve as the Faculty Diversity Representatives.

**16.4.4.2. Search Committees for Joint or Department-spanning Positions in Academic Departments**

In searches for joint or “department-spanning” positions, faculty members representing the relevant departments or programs will be designated by the Provost in consultation with the Committee on Appointments. In small departments and/or programs, all ranked and CNTT members will be asked to serve, but in larger departments and/or programs representatives will be selected. Allied faculty members from other departments may or may not be required. A member of the Committee on Appointments, a Faculty Diversity Representative, and a member of the Haverford College faculty will also be asked to serve on the search committee. The Committee on Appointments Representatives to faculty searches also serve as the Faculty Diversity Representatives.

**16.4.4.3. Search Committees for Positions in Athletics and Physical Education**

Searches in Athletics and Physical Education for positions which will have faculty status are academic searches. Membership in the search committee should include the Director, the Associate/Assistant Director/s, the Undergraduate Dean (or their representative), the Faculty Liaison to Athletics, and other members of the department as determined by the Director, Dean, and Provost.

**16.4.5. Student Participation in Search Committees**

Undergraduates should be asked to participate in searches, as should graduate students in those departments with graduate programs. Departmental practice varies in the extent to which students are asked to participate. In some departments, students are full members of the committee; in others, students only meet the top candidates and submit opinions.

#### **16.4.6. Voting Rights of Search Committee Members**

With the exception of the Committee on Appointments representative, all faculty members of the search committee have voting rights.

#### **16.4.7. Search Committee Procedures**

The Provost provides to the Chair a set of *Search Guidelines* as well as a memo on diversity recruitment. All members of the search committee should be familiar with the diversity recruitment guidelines. The Chair receives the Equal Employment Opportunity Commission (EEOC) form, which is completed as the search progresses.

The search committee should meet at an early stage of the search and decide on procedures for circulating candidates' dossiers, voting on candidates' dossiers, ranking the candidates, etc. The representative from the Committee on Appointments has a special responsibility to see that these guidelines are being observed in the course of the search and that the integrity of the College's search process is maintained.

In early fall, the Provost's Office holds a mandatory orientation for Search Committee Chairs and support staff.

#### **16.4.8. Approval of Campus Visits and of On-Campus Interviews**

When the search committee has ranked its candidates and is prepared to conduct on-campus interviews, the chair should present the names and resumes of the preferred candidates along with each candidate's letter of introduction, and outside letters of recommendation, to the Provost for authorization.

#### **16.4.9. Requesting an Offer of Appointment**

If the search committee wishes an offer to be made to a candidate and after all campus visits are completed, the chair informs the Provost the search committee's recommendation and vote.

The Provost brings the recommendation to the President and the Committee on Appointments.

If the appointment is approved, the chair is notified. Only after approval is it appropriate for the chair to contact the top candidate to indicate the search committee's hopefulness and to discuss likely courses to be offered. Chairs should not discuss or negotiate contractual details with the candidates.

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The Provost contacts the candidate to make an offer. After the verbal offer, the Provost writes an offer letter specifying the terms of the appointment. After the candidate returns a signed copy of the offer letter, the President sends an appointment letter.

## **16.5. Guidelines for Searches for Interim Appointments, Full- and Part-Time**

Interim appointments are for faculty who are not in tenured, tenure track, or CNTT positions.

### **16.5.1. Authorization and Request for Funding**

Department Chairs must request in writing permission from the Provost to hire interim faculty members, who may serve as leave or retirement replacements and/or to teach a single course or several courses.

Requests should be made during the annual budget preparation process as a part of the department's staffing and curriculum plan. This occurs in late fall or early winter in the academic year preceding when the interim would be hired.

### **16.5.2. Approval to Search for an Interim Faculty Member**

Once the Provost has reviewed the budget requests, the Provost will notify each Department Chair in writing of the courses that have been approved and interim position(s) which have been funded.

Once the positions have been approved, Department Chairs will work with the Assistant/Associate Provost for Administration on search procedures.

### **16.5.3. Search Committees for an Interim Faculty Member**

The Department Chair is responsible for coordinating the search.

### **16.5.4. On-Campus Interviews**

In addition to meeting the departmental search committee, candidates for full-time positions should also meet the Assistant/Associate Provost for Administration and the appropriate Deans. All Arts and Sciences candidates meet with the Undergraduate Dean or their designee. Candidates for positions in Arts and Sciences departments with graduate programs also meet with the Dean of Graduate Studies.

### **16.5.5. Requesting an Offer of Appointment**

When the department is ready to recommend that a specific individual be appointed or re-appointed to fill the approved slot, the Chair should make that recommendation in writing to the Assistant/Associate Provost for Administration.

The Department Chair should forward the candidate's current *curriculum vitae*, contact information, and a list of the courses the candidate will teach.

#### **16.5.6. Offer and Appointment Letters**

The Assistant/Associate Provost for Administration will send an offer letter to the prospective interim faculty member, itemizing the terms of the appointment and requesting that within a stated period of time the individual endorse a copy of the letter and return it to the Provost's Office to signify acceptance of the offer.

#### **16.5.7. Revision of an Interim Faculty Member's Appointment**

If, in the course of the academic year, the department is approved to add to or change the nature of the interim faculty member's appointment, a written request for that change must be addressed to the Provost.

The Assistant/Associate Provost for Administration will initiate the proper personnel actions to reflect the changes.



## 17. Overview of Review of Candidates for Appointment, Reappointment, and Promotion

This section outlines the participants, responsibilities, timetables and procedures for the initial appointment, reappointment and promotion of continuing members of the Faculty.

Please note that within this document and in reference to appointment matters only, the terms

- “department” encompasses departments and programs;
- “Department Chair” encompasses the substitute for the chair in cases where the particular case requires one.

### 17.1. General Statements about the Responsibilities and Participants

Members of the College responsible for recommendations and decisions in matters of appointment must be concerned with ensuring the strength of the teaching and research activities of the faculty, and with the future directions and needs of the College.

Final decisions regarding the reappointment and promotion of Members of the Faculty of Bryn Mawr College are made by the Board of Trustees upon the recommendation of the President.

In making these recommendations, the President regularly consults with the Provost and the appropriate deans and is advised by the Committee on Appointments. The President must be concerned with issues of quality, departmental need, future curricular direction and general institutional interest.

As the College’s chief academic officer, the Provost is responsible for the quality and support of the College’s academic resources and the welfare of the faculty; see the *Plan of Governance Article IV. Section 3*. The Provost is responsible for overseeing all matters concerning appointments of Members of the Faculty. The Provost sits with the Committee on Appointments, but is not a voting member.

The Dean of the Undergraduate College, the Dean of Graduate Studies, and the Dean of Graduate School of Social Work and Social Research provide, at the Committee on Appointment’s request, advice in matters of appointments from the perspective of their schools. In order to discharge their responsibilities effectively they will have access to the candidates’ Review Dossier.

The members of the Committee on Appointments are elected by the Faculty, as described in the *By-Laws of the Faculty*. They are responsible for advising the President on the qualifications of all candidates for initial appointment, reappointment, and promotion. They also advise the President in cases of termination of appointment. In order to perform these functions, the

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Committee on Appointments is charged with familiarizing itself with the teaching and scholarly work of the faculty and with the general academic and professional work of the College.

In the reappointments processes, the responsibilities of the following participants also pertain:

The **Department Chair** leads a departmental-level review of each member of the department who is under consideration for reappointment or promotion. Rank or special circumstances may require the Provost in consultation with the Committee on Appointments to appoint someone other than the chair to conduct the review. As stated in the *Plan of Governance Article II, Section 6.c.*, “On matters of reappointment and promotion, the Chair of the department, program or other duly constituted body shall consult all those full-time and part-time members of the department, program or other duly constituted body senior in rank to the Faculty member under consideration. The Chair shall transmit to the appointments committee a summary of the views of the department, program or other duly constituted body. The Chair and any member of the department, program or other duly constituted body may also submit their own recommendations directly to the appointments committee.” See Section 10.2.9. Appointment and Re-appointment of Faculty Members.

**The Provost in consultation with the Committee on Appointments** will establish the appropriate equivalent to a departmental review committee with a chair or co-chairs in the case of joint or department-spanning appointments, appointments in programs, or in cases where there are not enough departmental members of a more senior rank.

The **Dean of the Graduate School of Social Work and Social Research** (GSSWSR) performs the chair's duties for reappointment and promotion reviews involving GSSWSR faculty members regardless of rank. See Section 10.2.9. Appointment and Re-appointment of Faculty Members.

### **The Candidate:**

- Must be aware of the significance of all stages and facets of the review.
- Provide those published and written materials, which constitute a candidate’s Review Dossier.
- May confer with members of the Committee on Appointments at any time in the course of the review process.
- Former members of the Committee on Appointments are available to candidates to provide general advice and counsel throughout the review process.

The **Provost’s Office** will circulate electronically early in each academic year a list of candidates for such reappointments.

**Any Member of the Faculty** may communicate directly in writing with the President, the Chair of the Committee on Appointments, or the Provost about any case of appointment, reappointment, or promotion.

**Any student** may communicate directly with the Department Chair, the Chair of the Committee on Appointments, the Provost, or the President about any case of appointment or reappointment to a continuing term.

### **17.2. Overview of the Procedures in a Reappointment Process**

The Provost initiates the process by sending a notice of review to the eligible faculty.

The Provost's Office sends Department Chairs a copy of the notice/s of review. Department Chairs will also receive the calendar for reappointment and promotion review, an outline of the procedures to be followed and the deadlines involved.

In the event that there are no senior Professors in the department, the Committee on Appointments will coordinate the formation of an *ad hoc* committee of at least three (3) members to oversee the review. The Provost, in consultation with the Committee on Appointments, will select a chair. The faculty member under review will accept the committee membership and leadership by executing an agreement with the Provost. The members of the *ad hoc* committee work together to evaluate the Review Dossier and to write an evaluation letter.

The candidate prepares a Review Dossier in consultation with their chair. The Review Dossier is used by the Department Chair and the Committee on Appointments in the review processes. One copy of the Review Dossier is submitted to the Haverford College counterpart department.

The Department Chair usually leads the departmental review component of the reappointment process. The chair convenes the departmental meeting and coordinates the department's written recommendation, which is sent to the Committee on Appointments. The Department Chair also requests a recommendation from the chair of any counterpart department or from other Haverford College colleagues. Finally, the Department Chair has the responsibility to inform the candidate of the substance of the departmental recommendation.

The Provost's Office, on behalf of the Department, requests lists of names and addresses of current students and alumnae who have completed courses with the candidate. Lists are sent directly to the Department. The Department Chair requests written letters of evaluation from these students and former students. The Provost's Office requests written recommendations from the College community.

The Committee on Appointments reviews all the materials submitted by the candidate, the Department Chair, and the chair of any existing counterpart department at Haverford College. Where appropriate, the Committee on Appointments may supplement submitted materials by consulting with outside parties, faculty or students, before making its recommendation to the President. The Committee on Appointments may seek additional information from relevant parties at any point in the process. The recommendation of the Committee on Appointments is not binding on the President.

The President presents to the Board of Trustees the names of those members of the faculty eligible for reappointment and promotion and makes recommendations on the course of action. The President may elect to inform a candidate and the Department Chair of their intended recommendation in writing prior to the next meeting of the Board of Trustees. If the President has not agreed with the recommendation of a majority of the members of the Committee on Appointments, the Committee on Appointments may write a letter directly to the Board of Trustees setting forth its recommendation and supporting arguments. The Board of Trustees votes to approve or reject the President's recommendations.

Following the meeting of the Board of Trustees, its decision is communicated by the President, in writing, to the candidate and to the Department Chair.

### **17.3. Confidentiality**

It is the policy of Bryn Mawr College that all materials submitted by departments and outside reviews--including the departmental evaluation, student and alumnae/i written letters of evaluation, letters from the College Community, the assessments of external scholars, and evaluations from counterpart departments at Haverford College--will be shown to the Committee on Appointments, the President, Provost, Deans of the College, and departmental members participating in the departmental recommendation. In special circumstances, the President, in consultation with the Committee on Appointments, may seek advice from members of the College who carry legal responsibilities, such as the College Counsel and the Equal Employment Opportunity (EEO) Officer.

Under terms of the Pennsylvania Personnel Files Act of 1978 and subsequent case law, faculty members have the right to inspect their personnel files, which include evaluative materials by fellow faculty members used for decisions on reappointment, promotion, tenure, salary, and termination. Personnel files do not include letters or other materials submitted by external scholars, students and alumnae/i. These documents shall be held in confidence, apart from the personnel file, to the extent permitted by law.

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Faculty members who wish to inspect their file in the Provost's Office shall make a written request to the Provost, who will arrange for inspection in a designated space in Taylor Hall. Faculty will be permitted reasonable inspection time commensurate with the breadth of their file. Faculty may take notes regarding the content of their file, but in no case shall they be permitted to remove, or photocopy documents contained in the file.

## **18. Procedures for Appointment, Reappointment, and Promotion of Continuing Faculty**

### **18.1. Criteria for Reappointment and Promotion of CNTT Faculty**

Reappointment and promotion decisions for all Instructors and Lecturers on CNTT appointments will be based on teaching effectiveness and evidence of professional development in the area of pedagogy.

In addition to the criteria for reappointment noted above, CNTT members of the Arts Program are to evidence:

- Excellence in teaching;
- Excellence in creative and/or scholarly work, or creative achievement in working with students (directing, choreography, etc.);
- Administrative contributions to the program and service to the College.

The weighting of these areas will depend on the goals, needs, staffing, and special circumstances of each program or field.

For appointment or promotion to Senior Lecturer, it is expected that there will be a body of creative/scholarly work, or pedagogical scholarship, and/or a performance record, which has been recognized or evaluated by colleagues in the field beyond the College community.

#### **18.1.1. Procedures for Reappointment and Promotion of CNTT Faculty**

The process, in outline, is as follows:

In the spring of the academic year preceding the review, the Provost will send the candidate a notice of review outlining procedures and setting deadlines.

The Provost also corresponds with chairs of departments/programs with CNTT faculty eligible for review for reappointment, outlining the procedures to be followed in the reappointment review and setting deadlines.

All materials submitted by the Department Chair shall be reviewed by the President, the Provost, and the Committee on Appointments.

After receiving the final recommendations from the Committee on Appointments, the President shall recommend a course of action to the Board of Trustees. The President may elect to inform in writing a candidate and the Department Chair of their intended recommendation prior to the next meeting of the Board of Trustees.

The decision of the Board shall be communicated in writing by the President in a brief formal letter to the candidate and to the Department Chair.

See *Table 1. Schedule for Review and Reappointment of Continuing Non-Tenure Track (CNTT) Faculty*, which itemizes the procedures for the reappointment review, detailing the responsibilities of those involved (candidate, chair, department, Committee on Appointments, administrators, trustees) and the schedule for action.

### **18.1.2. Requirements for the Review Dossier**

Candidates prepare a Review Dossier for departmental review.

See Section 20. Important Components of Review for information about elements of a typical Dossier. See also *List 1. Dossier Requirements for Reappointment of Continuing Non-Tenure Track (CNTT) Faculty*.

### **18.1.3. Outside Reviewers**

At the discretion of the Committee on Appointments, outside reviewers' evaluations of a CNTT faculty member's work may be sought during the reappointment to a term in a CNTT position.

If the Committee on Appointments requests outside reviewers, then the candidate prepares a Review Dossier for outside reviewers.

### **18.1.4. Student and Alumnae/i Letters of Evaluations**

Included in the department's recommendation in all reappointment decisions is an evaluation of teaching effectiveness, based in part on the letters of evaluation of the candidate's current and former undergraduate and graduate students who have completed courses with the candidate.

For procedures, see Section 20.3. Student Evaluation of Teaching Effectiveness.

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**Table 1. Schedule for Review and Reappointment of Continuing Non-Tenure Track (CNTT) Faculty**

<b>Date if a Fall Review</b>	<b>Date if a Spring Review</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
January/February of penultimate year in term	January/February of penultimate year in term	Provost	Notice of Review	The Provost sends a notice of the review scheduled for the following year to the candidate. A copy is sent to the Department Chair.
By May 31	By October 1	Provost	Student and Alumnae Names and Addresses	The Provost's Office requests from the Registrar the names and addresses of all current students and alumnae who have taken courses with candidate. The Provost's Office sends electronic lists to the department administrator supporting the candidate's review.
By June 10		Department Chair	Alumnae Letters of Evaluation	The Department Chair requests letters of evaluation from alumnae on the list provided by the Registrar. Alumnae letters of evaluation are due on September 1. See Appendix for sample letters.
By September 1		Department Chair	Student Letters of Evaluation	The Department Chair requests letters of evaluation from current students on the list provided by the Registrar. Student letters of evaluation are due October 1. See Appendix for sample letters.
	By November 1	Department Chair	Student and Alumnae Letters of Evaluation	The Department Chair requests letters of evaluation from alumnae and current students on the list provided by the Registrar. Alumnae and student letters of evaluation are due December 1. See Appendix for sample letters.



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Date if a Fall Review	Date if a Spring Review	Who	Item	Additional Information
By September 1	By December 1	Candidate	Candidate's Review Dossier	<p>The candidate submits their Review Dossier to the Department Chair.</p> <p>The candidate provides Review Dossier materials to the Provost's Office for the Committee on Appointments.</p>
By September 1	By December 1	Department Chair and Provost's Office	Haverford College Recommendation(s)	<p>The Department Chair requests a recommendation on reappointment from the Chair of any Haverford College counterpart department or colleague(s).</p> <p>The Department Chair and provides the Haverford College name(s) to the Provost's Office.</p> <p>The Provost's Office provides the candidate's Review Dossier to the Haverford College counterpart department chair or colleague.</p>
By September 1	By December 1	Provost's Office	Community Letters	<p>The Provost's Office notifies via e-mail all faculty members, staff members, and students, of the candidates to be reviewed by Committee on Appointments in the coming semester, indicating that anyone may submit a written opinion on any case.</p>
By October 1	By December 1	Department Chair	Student and Alumnae Letters of Evaluation	<p>The Department Chair receives letters of evaluation from current students and alumnae.</p>
By October 1	By January 15	Haverford College Department Chair or Colleague(s)	Haverford College Recommendation(s)	<p>The Department Chair and the Chair of the Committee on Appointments receive letter(s) from Haverford College counterpart department chair or colleague(s).</p>

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Date if a Fall Review	Date if a Spring Review	Who	Item	Additional Information
By November 1	By February 1	Department Chair	Candidate's Review Dossier and Departmental Recommendation	<p>Department Chair forwards the candidate's complete Review Dossier, teaching evaluations, student and alumnae letters of evaluation, and the departmental recommendation to the Provost's Office.</p> <p>The Department Chair informs the candidate orally of the substance of the departmental recommendation.</p>
November / December	March / April	Committee on Appointments and the President	Appointment Recommendation	<p>Committee on Appointments makes its recommendation to the President.</p> <p>The President communicates their decision to the Committee on Appointments prior to the Board meeting.</p> <p>The President may elect to inform a candidate and the department chair of their intended recommendation in writing prior to the next meeting of the Board of Trustees.</p>
February	April	Board of Trustees	Decision on the Recommendation of Reappointment and/or Promotion	
February	April	President	Decision on the Reappointment and/or Promotion	<p>After the Board of Trustees meeting, the President communicates the Board's decision to the candidate in writing.</p> <p>The candidate may request a meeting with the Provost, and the Committee on Appointments Chair to discuss the Committee's consideration of their dossier.</p>

**List 1. Dossier Requirements for Reappointment of Continuing Non-Tenure Track (CNTT) Faculty**Complete Review Dossier

The complete Review Dossier copies are read by the candidate's department chair or program director and members of the Committee on Appointments. The candidate assembles the complete Review Dossier for submission via a web-based platform and upon request will prepare printed copies for submission to the Office of the Provost and/or to the candidate's department chair or program director.

The complete Review Dossier is organized and assembled containing the following dossier materials:

1. Table of Contents
2. *Curriculum Vitae*
3. Self-Assessment
4. List of courses taught and their syllabi
5. List of student honors papers, M.A. theses, and Ph.D. dissertations supervised / in progress
6. Grant proposals or items of professional work suitable for review such as laboratory manuals, slides of work, video recordings, and articles related to teaching or other pedagogical materials

Optional dossier items are not submitted unless requested by the Committee on Appointments:

1. Publications including other records of research and / or performance (books, published articles, preprints and manuscripts, CDs and DVDs)
2. Other items including grant proposals or items of professional work suitable for review such as laboratory materials, slides of work, video recordings

Additional dossier item submitted as noted below:

1. Course/Teaching Evaluations – original envelopes (one set) or electronic files of course evaluations

**Please note:** The candidate's department chair or program director submits the department or program Review Dossier copy (if printed or requested) to the Office of the Provost along with the departmental or program recommendation.

### Additional Copies of Review Dossier Materials

The additional copies of Review Dossier materials are read by the members of the Committee on Appointments, the Deans, the Provost, and the President. The Office of the Provost assembles these copies in folders for the recipients.

Additional copies (quantity noted next to item and only provided upon request) of following Review Dossier materials (staple as appropriate):

1. *Curriculum Vitae* – 8 copies
2. Self-Assessment – 8 copies
3. List of courses taught – 8 copies
4. List of student honors papers, M.A. theses, and Ph.D. dissertations supervised / in progress – 8 copies

### Duplication Information

All duplication should be back-to-back (two-sided) for review dossier materials, which are provided upon request.

## **18.2. Procedures for Reappointment and Promotion of Faculty Members in the Department of Athletics and Physical Education**

### **18.2.1. Criteria for Reappointment and Promotion of Faculty Members in the Department of Athletics and Physical Education**

All reappointment and promotion decisions for Instructors, Lecturers, and Senior Lecturers in the Department of Athletics and Physical Education are based on:

- teaching, coaching, and professional effectiveness;
- professional development in the area of pedagogy; and
- excellence in a specific field or fields.

Instructors, Lecturers and Senior Lecturers must show evidence of service to the College community and the satisfactory assumption of administrative responsibilities. Senior Lecturers are expected to demonstrate continued growth as an expert in a particular field or fields.

### **18.2.2. General Statements about the Procedures for Appointment, Reappointment, and Promotion of Department of Athletics and Physical Education Faculty**

Appointments to the rank of Instructor, Lecturer or Senior Lecturer are considered by the Provost.

Reappointment at the rank of Instructor or Lecturer, and promotion to the rank of Lecturer are considered by the Director of Athletics and Physical Education, Faculty Athletics Representative (or appointee), the Provost, and the Dean of the Undergraduate College.

Reappointment at and/or promotion at the rank of Senior Lecturer are considered by a Review Committee consisting of the Provost, the Dean of the Undergraduate College, the Faculty Athletics Representative (or appointee), and a Committee on Appointments Representative.

### **18.2.3. Procedures for Initial Review and Reappointment of Department of Athletics and Physical Education Faculty**

The Director of Athletics and Physical Education conducts two (2) performance reviews during the academic year. One review occurs in the non-coaching semester and one review at the end of the faculty member's sports season/s.

Pending a positive outcome, the Director of Athletics and Physical Education will request that the Provost extend a contract for reappointment.

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*See Table 2.A. Schedule for Initial Reappointment of Department of Athletics and Physical Education Faculty and List 2.A. Dossier Requirements for Initial Reappointment Review of Department of Athletics and Physical Education Faculty.*

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**Table 2.A. Schedule for Initial Reappointment Review of Department of Athletics and Physical Education Faculty**

<b>Date</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
By April 1	Candidate	<i>Curriculum Vitae</i> and Self Evaluation	The candidate will provide to the Director of Physical Education a current <i>curriculum vitae</i> along with a self-evaluation of teaching, coaching effectiveness, goals and contributions to the Department of Athletics and Physical Education.
By May 1	Director of Physical Education	Written Recommendation and Candidate's Review Dossier	The Director of Physical Education will prepare a written recommendation concerning reappointment and forwards it along with the candidate's Review Dossier to the Provost.
By June 1	Provost	Decision on the Reappointment	The Provost will review the written recommendation and Review Dossier and will inform the candidate and the Director of Physical Education in writing the decision on the reappointment.

**List 2.A. Dossier Requirements for Initial Reappointment Review of Department of Athletics and Physical Education Faculty**Review Dossier

The Review Dossier is read by the Director of Athletics and Physical Education and the Provost. The candidate assembles the Review Dossier and submits the dossier to the Director of Athletics and Physical Education via a web-based platform.

The candidate's Review Dossier are organized and assembled containing the following dossier materials:

1. *Curriculum Vitae* – Include educational background, employment history, publications, grants, awards, talks given at other institutions and at meetings of professional societies and work in progress.
2. Self-Evaluation – Self assessment of teaching, coaching effectiveness, goals and contributions to the Department of Athletics and Physical Education

Additional dossier items assembled by the Director of Athletics and Physical Education submitted along with the candidate's Review Dossier for review by the Provost as noted below:

1. Director's Written Recommendation
2. Teaching Evaluations and Scholar-Athlete Surveys

Duplication Information

All duplication should be back-to-back (two-sided).



#### **18.2.4. Procedures for Reviews and Reappointment at Instructor or Lecturer and/or Promotion to Lecturer in the Department of Athletics and Physical Education**

In the fall semester of the final year in a candidate's term, the Provost sends a notice of review to the candidate and to the Director of Athletics and Physical Education informing them that the candidate is scheduled for a review in the spring semester.

Faculty at the rank of Instructor and Lecturer may be eligible for review for promotion in due course.

A review for promotion is optional. A review for reappointment and/or promotion may have three (3) outcomes:

- 1) Reappointment without promotion;
- 2) Reappointment and promotion; or
- 3) Non-reappointment.

The candidate confers with the Director of Athletics and Physical Education about the promotion process. If the candidate wishes to move forward, the candidate notifies the Director, who notifies the Provost that a review for promotion should proceed. If the candidate does not wish to be reviewed for promotion, the candidate is reviewed for reappointment.

The candidate will supply the Director of Athletics and Physical Education with a Review Dossier composed of a current *curriculum vitae* and a self-evaluation of teaching, coaching effectiveness, goals, and contributions to the Department of Athletics and Physical Education. See Section 18.2.1. Criteria for Reappointment and Promotion of Faculty Members in the Department of Athletics and Physical Education.

The Director of Athletics and Physical Education conducts a Departmental Review. See Section 18.2.6. Departmental Review of Athletics and Physical Education Candidates Eligible for Reappointment and/or Promotion. After the Departmental Review, the Director of Athletics and Physical Education consults with the Provost and the Dean of the Undergraduate College. The Director prepares a written recommendation concerning the reappointment and/or promotion and forwards it along with candidate's Review Dossier to the Provost and Dean, who will review the recommendation and supporting documentation. See Section 18.2.6.1. Candidate's Review Dossier.

All materials submitted by the Director of Athletics and Physical Education are reviewed by the Provost and the Dean of the Undergraduate College.

After receiving the final recommendation from the Provost, the President recommends a course of action to the Board of Trustees. The decision of the Board is communicated by the President in writing to the candidate and the Director of Athletics and Physical Education.

If the Provost does not support the reappointment and/or the promotion, the Provost will inform the Director of Athletics and Physical Education.

See *Table 2.B. Schedule for Reappointment at and/or Promotion of Department of Athletics and Physical Education Faculty* and *List 2.B. Dossier Requirements for Reappointment at and/or Promotion of Department of Athletics and Physical Education Faculty*.

### **18.2.5. Procedures for Reviews for Reappointment at and/or Promotion to Senior Lecturer in the Department of Athletics and Physical Education**

In the fall semester of the final year in a candidate's term, the Provost sends a notice of review to the candidate and to the Director of Athletics and Physical Education informing them that the candidate is scheduled for a review in the spring semester.

Review for promotion is optional. A review for reappointment and/or promotion may have three (3) outcomes:

- 1) Reappointment without promotion;
- 2) Reappointment and promotion; or
- 3) Non-reappointment.

The candidate confers with the Director of Athletics and Physical Education about the promotion process. If the candidate wishes to move forward, the candidate notifies the Director, who notifies the Provost that a review for promotion should proceed. If the candidate does not wish to be reviewed for promotion, the candidate is reviewed for reappointment.

The candidate will supply the Director of Athletics and Physical Education with a Review Dossier composed of a current *curriculum vitae* and a self-evaluation of teaching, coaching effectiveness, goals, and contributions to the Department. See Section 18.2.1. Criteria for Reappointment and Promotion of Faculty Members in the Department of Athletics and Physical Education.

The Director of Athletics and Physical Education conducts a Departmental Review. See Section 18.2.6. Departmental Review of Athletics and Physical Education Candidates Eligible for Reappointment and/or Promotion. After the Departmental Review, the Director prepares a written recommendation concerning the reappointment and forwards it along with candidate's Review Dossier to the Review Committee. See Section 18.2.6.1. Candidate's Review Dossier.

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All materials submitted by the Director of Athletics and Physical Education are reviewed by a Review Committee, which consists of the Provost, the Dean of the Undergraduate College, the Faculty Athletics Representative, and a Committee on Appointments Representative.

The Review Committee communicates their recommendation to the Committee on Appointments, who then passes this recommendation to the President.

After receiving the final recommendation from the Review Committee, the President recommends a course of action to the Board of Trustees. The decision of the Board is communicated by the President in writing to the candidate and the Director of Athletics and Physical Education.

*See Table 2.B. Schedule for Reappointment at and/or Promotion of Department of Athletics and Physical Education Faculty and List 2.B. Dossier Requirements for Reappointment at and/or Promotion of Department of Athletics and Physical Education Faculty.*

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**Table 2.B. Schedule for Reappointment and/or Promotion Review of Department of Athletics and Physical Education Faculty**

<b>Date</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
By October prior to the final semester of their term	Provost	Notice of Review	The Provost sends notice of the review scheduled for the spring semester of the final year of their term to the candidate. A copy is sent to the Director of Athletics and Physical Education.
By November 1	Provost's Office	Student and Scholar-Athlete Letters of Evaluation	The Provost's Office requests from the Registrar the names and addresses of all current and former students who have taken courses with candidate and scholar-athletes.  Provost's Office sends lists to the department administrator supporting the candidate's review.
By November 1	Director of Athletics and Physical Education	Faculty Athletics Representative's Written Recommendation	The Director of Physical Education notifies the Faculty Athletics Representative (or appointee) of the candidate's scheduled review in the spring and will solicit a written recommendation. Written recommendation is due on January 25.
By December 1	Director of Athletics and Physical Education	Student and Scholar-Athlete Letters of Evaluation	The Director of Athletics and Physical Education requests letters of evaluation from current and former students and scholar-athletes provided on the lists from the Registrar. Letters of evaluation are due January 25.
By December 1	Provost's Office	Community Letters	Provost's Office notifies via e-mail all faculty members, staff members, and students of the candidates to be reviewed by Committee on Appointments in the coming semester, indicating that anyone may submit a written opinion on any case.
By December 10	Candidate	Candidate's Review Dossier	The candidate submits a copy of their Review Dossier to the Director of Athletics and Physical Education.
By January 25	Director of Athletics and Physical Education	Student and Scholar-Athlete Letters of Evaluation	Current and former student and scholar-athlete letters of evaluation are received by the department.

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Date	Who	Item	Additional Information
By December 15	Director of Athletics and Physical Education	Individual Letters of Recommendation	The Director of Athletics and Physical Education will solicit those members of the department of senior rank to the candidate to submit an individual letter of recommendation. The Director will inform the individuals responsible for the recommendation that they may write directly to the Dean of the Undergraduate College and/or Provost. Letters are due to the Director of Physical Education by January 25.
By January 25	Director of Athletics and Physical Education	Individual Letters of Recommendation, and the Faculty Athletics Representative's Written Recommendation	Letters from those members of the department of senior rank to the candidate are received by the Director of Physical Education or the Dean of the Undergraduate College and/or the Provost.
February 15	Director of Athletics and Physical Education	Candidate's Complete Review Dossier for Reappointment and/or Promotion to Instructor or Lecturer	The Director of Athletics and Physical Education forwards the candidate's complete Review Dossier; teaching evaluations and scholar-athlete surveys; student and scholar-athlete letters of evaluation; individual letters from participating members of the faculty; letter from the Faculty Athletics Representative, and the departmental recommendation to the Dean of the Undergraduate College and the Provost.
February 15	Director of Athletics and Physical Education	Candidate's Complete Review Dossier for Reappointment and/or Promotion to Senior Lecturer	The Director of Athletics and Physical Education forwards the candidate's complete Review Dossier; teaching evaluations and scholar-athlete surveys; student and scholar-athlete letters of evaluation; individual letters from participating members of the faculty; letter from the Faculty Athletics Representative, and the departmental recommendation to the Review Committee (Provost, Dean of the Undergraduate College, Faculty Athletics Representative and Committee on Appointments Representative).

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Date	Who	Item	Additional Information
March / April	Provost and Undergraduate Dean	Reappointment to and/or Promotion to Instructor or Lecturer Recommendation	The Provost and the Undergraduate Dean will review the departmental recommendation and Review Dossier and may meet with the Director of Athletics and Physical Education. The Provost makes a recommendation to the President. The President may elect to inform the candidate and the Director of Physical Education of their intended recommendation prior to the next meeting of the Board of Trustees.
March / April	Review Committee for Athletics and Physical Education	Reappointment to and/or Promotion to Senior Lecturer Recommendation	The Review Committee for Athletics and Physical Education communicates their recommendation to the Committee on Appointments.
March / April	Committee on Appointments and the President	Reappointment to and/or Promotion to Senior Lecturer Recommendation	Committee on Appointments submits the recommendation from the Review Committee to the President. The President communicates their decision to the Committee on Appointments prior to the Board of Trustees meeting. The President may elect to inform a candidate and the Director of Physical Education of their intended recommendation prior to the next meeting of the Board of Trustees.
April	Provost	Decision on the Reappointment and/or Promotion to Instructor or Lecturer	After the Board of Trustees meeting, the Provost communicates the Board of Trustee's decision to the candidate and the Director of Physical Education in writing.
April	President	Decision on the Reappointment and/or Promotion to Senior Lecturer	After the Board of Trustees meeting, the President communicates the Board of Trustee's decision to the candidate and the Director of Physical Education in writing. The candidate may request a meeting with the President, the Provost, and the Committee on Appointments chair to discuss the committee's consideration of their dossier.

**List 2.B. Dossier Requirements for Reappointment and/or Promotion of Department of Athletics and Physical Education Faculty**Review Dossier

For reappointment at Instructor or Lecturer and/or promotion to Lecturer, the Review Dossier is read by the Director of Athletics and Physical Education, the Dean of the Undergraduate College and the Provost. The candidate assembles the Review Dossier and submits the dossier to the Director of Athletics and Physical Education via a web-based platform.

For reappointment at and/or promotion to Senior Lecturer, the Review Dossier is read by the Director of Athletics and Physical Education and by a Review Committee consisting of the Provost, the Dean of the Undergraduate College, the Faculty Athletics Representative and a Committee on Appointments Representative.

The candidate assembles the Review Dossier for submission via a web-based platform and upon request will prepare a printed copy for submission to the Director of Athletics and Physical Education.

The candidate's Review Dossier are organized and assembled containing the following dossier materials:

1. *Curriculum Vitae* – Include educational background, employment history, publications, grants, awards, talks given at other institutions and at meetings of professional societies and work in progress.
2. Self-Evaluation – Self assessment of teaching, coaching effectiveness, goals and contributions to the Department of Athletics and Physical Education

Additional dossier items (quantity noted next to item and only provided upon request) assembled by the Director of Athletics and Physical Education submitted along with the candidate's Review Dossier to the Office of the Provost as noted below:

1. Departmental Recommendation – 3 copies
2. Individual Letters of Evaluation from senior members of the department – 3 copies
3. Faculty Athletics Representative (or appointee) Written Recommendation – 3 copies
4. Teaching Evaluations and Scholar-Athlete Surveys – 1 copy
5. Letters of Evaluation from current and former students and Scholar-Athletes – 1 copy

Duplication Information

All duplication should be back-to-back (two-sided) for review dossier materials, which are provided upon request.

### **18.2.6. Departmental Review of Athletics and Physical Education Candidates Eligible for Reappointment and/or Promotion**

It is the responsibility of the Director of Athletics and Physical Education to conduct the Departmental Review of each faculty member in the department who is under consideration for reappointment and/or promotion.

#### **18.2.6.1. Candidate's Review Dossier**

For the Departmental Review, the candidate will supply the Director of Athletics and Physical Education with a Review Dossier containing:

- a) A current *curriculum vitae* and
- b) A written self-evaluation of teaching, coaching effectiveness, goals, and contributions to the Department and the College. See Section 18.2.1. Criteria for Reappointment and Promotion of Faculty Members in the Department of Athletics and Physical Education.

#### **18.2.6.2. Participating Members of the Faculty**

The Director of Athletics and Physical Education should consult all members of the department.

All members of the department senior in rank to the candidate will be asked to submit individual letters of recommendation. The Director of Athletics and Physical Education should inform the individuals responsible for the recommendation that they may write directly to the Dean of the Undergraduate College and/or the Provost.

The Director of Athletics and Physical Education will also consult with the Provost to identify faculty members from other departments to serve as a Faculty Athletics Representative. The Faculty Athletics Representative will participate in departmental discussions about the candidate. The Faculty Athletics Representative will write a recommendation that will be included in the Department's submission to the review committee.

The Director will write a letter of recommendation that factors information from the departmental interviews and discussions. The letter of recommendation should include:

- an evaluation of teaching and coaching effectiveness, including a description of the means by which such an assessment was made;
- an assessment of the candidate's ability to contribute to the future curricular needs of the department;
- an assessment of the candidate's ability to work within the framework of the department, the College, the Centennial Conference, and the NCAA;
- an evaluation of contributions to the department and the College community as a whole.



**18.2.6.3. Submission of Candidate's Review Dossier**

For reappointment at Instructor or Lecturer or promotion to Lecturer, the Director of Athletics and Physical Education should forward the following materials to the Dean of the Undergraduate College and the Provost:

- Candidate's Review Dossier
- Departmental recommendation including
  - The Director's letter of recommendation
  - Letters of recommendation from individual faculty members
  - Letter of recommendation from the Faculty Athletics Representative
- Course evaluations
- Letters of evaluation from Scholar-Athletes
- Letters of evaluation from current and former students
- Statement of the sampling method of students

For reappointment and/or promotion to Senior Lecturer, The Director of Athletics and Physical Education should forward the materials listed above to a Review Committee consisting of the Provost, the Dean of the Undergraduate College, the Faculty Athletics Representative (or appointee) and a Committee on Appointments Representative.

**18.2.6.4. Students' Evaluation of Teaching Effectiveness**

Course evaluations and written letters of evaluation from Scholar-Athletes and students are used in the reviews of candidates for reappointment and/or promotion in the Department of Athletics and Physical Education. Course evaluations and letters of evaluation are used in the Director's recommendation.

The following are the procedures for soliciting student letters of evaluation:

The Director of Athletics and Physical Education shall solicit from all students whom the candidate has taught or coached at the College over the previous five years letters of evaluation about the candidate's teaching and coaching effectiveness. The Director of Athletics and Physical Education shall compile a statement of the sampling method.

In circumstances in which the student response to the department solicitation is judged by the Dean of the Undergraduate College and Provost to be too small or otherwise inadequate, the Dean and Provost may directly solicit student letters of evaluation.

Letters of evaluation shall be signed by the students who submit them. The letters of evaluation shall be treated in confidence by the Director of Athletics and Physical Education, the Dean of

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the Undergraduate College, the Provost, the Committee on Appointments Representative and the Faculty Athletics Representative (or appointee).

The Director of Athletics and Physical Education submits the letters of evaluation, along with the statement of sampling methods, as part of the department's submission of review materials.

### **18.3. Procedures for Reappointment and Promotion of Tenure-Track Faculty**

#### **18.3.1. Procedures for Initial Reappointments**

Tenure-track, but untenured Members of the Faculty, may be at the level of Assistant or Associate Professors.

Tenure-track, but untenured, faculty members will be reviewed for initial reappointment in the penultimate year of their first term.

The Initial Reappointment process, in outline, is as follows:

In the spring of the year prior to the review the Provost, in consultation with the Committee on Appointments, will establish a schedule for the review.

In the spring of the academic year preceding the review, the Provost will send the candidate a notice of review outlining procedures and setting deadlines.

The Provost will also notify chairs of departments/programs with Assistant and Associate Professors eligible for review for initial reappointment.

The Committee on Appointments in consultation with the Provost will form an *ad hoc* review committee for a candidate whose department does not have a sufficient number of senior faculty members, when a candidate teaches in an interdisciplinary program, and/or when a candidate has an appointment in two or more departments/programs. The candidate accepts the committee membership by executing an agreement with the Provost. When an *ad hoc* committee is formed, it is charged with overseeing the review as would a departmental committee. The duties and responsibilities include but are not limited to evaluating the Review Dossier and writing a letter of evaluation.

All materials submitted by the Department Chair shall be reviewed by the President, the Provost, and the Committee on Appointments.

After receiving the final recommendations from the Committee on Appointments, the President shall recommend a course of action to the Board of Trustees. The President may elect to inform a candidate and the Department Chair of their intended recommendation in writing prior to the next meeting of the Board of Trustees.

The decision of the Board of Trustees shall be communicated by the President in writing in a brief formal letter to the candidate and to the Department Chair.

In due time, the Provost will send a letter detailing the major conclusion of the review to the successful candidate.

See *Table 3. Schedule for Initial Reappointment of Tenure Track Faculty*, which itemizes the procedures for the reappointment review, detailing the responsibilities of those involved (candidate, chair, department, Committee on Appointments, administrators, trustees) and the schedule of procedures. See also *List 3. Dossier Requirements for Initial Reappointment of Tenure-Track Faculty*.

### **18.3.2. Postponements of Initial Reappointment Processes (also known as Stopping the Tenure Clock)**

Any tenure-track faculty member may postpone consideration for initial reappointment and for reappointment effecting tenure for up to two (2) consecutive or non-consecutive years when maternity, parental-care, elder-care, family obligations, or circumstances substantially impede the candidate's professional activity.

Requests for such postponement must be made in consultation with the Chair of the candidate's department and submitted to the Provost and the Committee on Appointments for consideration in the year preceding the year designated for postponement. The Provost will notify the candidate of the decision by letter.

Years so designated may coincide with unpaid leaves of absence but may not coincide with the Junior Faculty Research Leave (JFRL).

### **18.3.3. Requirements for the Review Dossier**

Candidates prepare their Review Dossier materials, which includes materials from the date of initial appointment to the College. See Section 20, Important Components of Review. See also *List 3. Dossier Requirements for Initial Reappointment of Tenure-Track Faculty*.

### **18.3.4. Advisors on Reappointment and Promotion Procedures**

In preparing the Review Dossier, and thereafter throughout the reappointment process, the candidate may consult both a former member of the Committee on Appointments designated by the Committee, usually the outgoing Chair, and the Chair of the Faculty, who serve as advisors on reappointment and promotion procedures.

**18.3.5. Student and Alumnae/i Letters of Evaluations**

Included in the department's recommendation in all reappointment decisions is an evaluation of teaching effectiveness, based in part on the written letters of evaluation of current and former undergraduate and graduate students who have completed courses with the candidate as specified in Section 20.3. Student Evaluation of Teaching Effectiveness.

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**Table 3. Schedule for Initial Reappointment of Tenure-Track Faculty**

Eligibility: Tenure track but untenured Assistant and Associate Professors who are in the penultimate year of their first term.

Eligibility may be postponed for family reasons in accordance with the procedure for such postponement; see the procedures outlined in the Faculty Handbook on postponement of reappointment.

<b>Date</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
January / February prior to the antepenultimate year of a first term	Provost	Notice of Review	The Provost sends the notice of review scheduled for the following year to the candidate. A copy is sent to the Department Chair.
By October 1	Provost's Office	Names of Students and Alumnae for Letters of Evaluation	The Provost's Office requests from the Registrar the names and addresses of all current students and alumnae who have completed courses with candidate.  Provost's Office sends lists to the departmental administrator supporting the candidate's review.
By November 1	Department Chair	Student and Alumnae Letters of Evaluation	The Department Chair requests letters of evaluation from the alumnae and current students on the list provided by the Registrar. Letters of evaluation are due by December 1. See Appendix for sample letters.
By December 1	Candidate	Candidate's Review Dossier	The candidate submits their Review Dossier to the Department Chair.  The candidate provides Review Dossier materials to the Provost's Office for the Committee on Appointments.

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Date	Who	Item	Additional Information
By December 1	Department Chair and Provost's Office	Haverford College Recommendation(s)	<p>The Department Chair requests a recommendation on reappointment from the Chair of any Haverford College counterpart department or colleague(s).</p> <p>The Department Chair provides the Haverford College name(s) to the Provost's Office.</p> <p>The Provost's Office provides the candidate's Review Dossier to the Haverford College counterpart department chair or colleague(s).</p>
By December 1	Provost's Office	Community Letters	The Provost's Office notifies via e-mail all faculty members, staff members, and students, of the candidates to be reviewed by the Committee on Appointments in the coming semester, indicating that anyone may submit a written opinion on any case.
By December 1	Students and Alumnae	Student and Alumnae Letters of Evaluation	The Department Chair receives letters of evaluation from current students and alumnae.
By January 15	Haverford College Department Chair or Colleague(s)	Haverford College Recommendation(s)	The Department Chair and the Chair of the Committee on Appointments receive letter(s) from Haverford College counterpart department chair or colleague(s).
By February 1	Department Chair	Candidate's Review Dossier and Departmental Recommendation	<p>The Department Chair forwards student and alumnae letters of evaluation and the departmental recommendation to the Provost's Office for the Committee on Appointments.</p> <p>The Department Chair informs the candidate orally of the substance of the departmental recommendation.</p>
By February 1	Candidate	Review Dossier Additions	The candidate submits additions to their Review Dossier to the Provost's Office.

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Date	Who	Item	Additional Information
March / April	Committee on Appointments and the President	Appointment Recommendation	<p>The Committee on Appointments makes its recommendation to the President.</p> <p>The President communicates their decision to the Committee on Appointments prior to the Board of Trustees meeting.</p> <p>The President may elect to inform a candidate and the Department Chair of their intended recommendation in writing prior to the next meeting of the Board of Trustees.</p>
April	Board of Trustees	Decision on the Reappointment	
April	President	Decision on the Reappointment	<p>After the Board of Trustees meeting, the President communicates the Board's decision to the candidate in writing.</p> <p>The candidate is also invited to request a meeting with the Provost and the Committee on Appointments Chair to discuss the review.</p>
May / June	Provost and Committee on Appointments Chair	Elements of the Review	<p>The Provost and Committee on Appointments Chair meet with the successful candidate and communicate more detailed elements of the review, which is also provided in a letter from the Provost. A copy of the letter is sent to the Department Chair.</p>



### List 3. Dossier Requirements for Initial Reappointment of Tenure-Track Faculty

#### Complete Review Dossier

The complete Review Dossier copies are read by the candidate's department chair or program director and members of the Committee on Appointments. The candidate assembles the complete Review Dossier for submission via a web-based platform and upon request will prepare printed copies for submission to the Office of the Provost and/or to the candidate's department chair or program director.

The complete Review Dossier are organized and assembled containing the following dossier materials:

1. Table of Contents
2. *Curriculum Vitae*
3. Self-Assessment
4. List of courses taught and their syllabi
5. List of student honors papers, M.A. theses, and Ph.D. dissertations supervised / in progress
6. Publications (articles and manuscripts)
7. Grants
8. Junior Faculty Research Leave Proposal

Additional dossier item submitted as noted below:

1. Course/Teaching Evaluations – original envelopes (one set) and/or electronic files of course evaluations

**Please note:** The candidate's department chair or program director submits the department or program Review Dossier copy (if printed copy is requested) to the Office of the Provost along with the departmental or program recommendation.

#### Additional Copies of Review Dossier Materials

The additional copies of Review Dossier materials are read by the members of the Committee on Appointments, the Deans, the Provost, and the President. The Office of the Provost assembles these copies in folders for the recipients.

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Additional copies (quantity noted next to item and only provided upon request) of following Review Dossier materials (staple as appropriate):

1. *Curriculum Vitae* – 8 copies
2. Self-Assessment – 8 copies
3. List of courses taught – 8 copies
4. List of student honors papers, M.A. theses, and Ph.D. dissertations supervised / in progress – 8 copies
5. Publications (published books, preprints) – 1 copy

Duplication Information

All duplication should be back-to-back (two-sided) for review dossier materials, which are provided upon request.

#### **18.4. Procedures for a Reappointment to a Term in which Tenure will become Effective**

The process for reappointment with tenure, in outline, is as follows:

- Assistant Professors whose first term at this rank was a three-year term and who are in their fifth year of full-time service at the College.
- Assistant Professors whose first term at this rank was a four-year term and who are in their sixth year of full-time service at the College.
- Associate Professors in the penultimate year of their term.
- Assistant and Associate Professors on part-time tenure-track appointments whose full-time equivalent service is such that reappointment would carry with it tenure.

Eligibility may be postponed for family reasons in accordance with the procedure for such postponement; see the procedures outlined in Section 18.4.1. Postponement of Reappointment Process (also known as Stopping the Tenure Clock).

In exceptional cases Assistant Professors in their second term may be reviewed early for tenure and promotion. Exceptions may be considered in consultation with the Provost and the Committee on Appointments.

In the spring of the academic year preceding the review, the Provost shall write to the chairs of those departments in which there are Assistant and Associate Professors eligible for review for reappointment to a term in which tenure will become effective. The Provost's letter will outline the procedures and set deadlines.

The Committee on Appointments in consultation with the Provost will form an *ad hoc* review committee for a candidate whose department/program does not have a sufficient number of senior faculty members, when a candidate teaches in an interdisciplinary program, and/or when a candidate has an appointment in two or more departments/programs. The candidate accepts the committee membership by executing an agreement with the Provost.

When an *ad hoc* committee is formed, it is charged with overseeing the review as would a departmental committee. The duties and responsibilities include but are not limited to evaluating the Review Dossier and writing a letter of evaluation.

The Provost shall also send the candidate a letter of notification that outlines procedures and sets deadlines.

The recommendation submitted by the department or *ad hoc* committee chair, the candidate's Review Dossier, student evaluations of teaching effectiveness, the reports of outside reviewers,

and the letter of evaluation from the chair of any existing counterpart department at Haverford College shall be reviewed by the President, the Provost and the Committee on Appointments.

After receiving the final recommendation of the Committee on Appointments, the President shall recommend a course of action to the Board of Trustees. The President may elect to notify the candidate and the Department Chair of their intended recommendation prior to the next meeting of the Board of Trustees. The decision of the Board of Trustees shall be reported in writing by the President to the candidate and to the Department Chair.

See *Table 4. Schedule for Review for Reappointment to a Term in which Tenure will become Effective*, which itemizes the procedures for the reappointment review, detailing the responsibilities of those involved (candidate, chair, department, Committee on Appointments, administrators, trustees) and the schedule of procedures.

#### **18.4.1. Postponement of Reappointment Processes (also known as Stopping the Tenure Clock)**

Any tenure-track faculty member may postpone consideration for initial reappointment and for reappointment effecting tenure for up to two (2) consecutive or non-consecutive years when maternity, parental-care, elder-care, family obligations, or circumstances substantially impede the candidate's professional activity.

Requests for such postponement must be made in consultation with the Chair of the candidate's department and submitted to the Provost and the Committee on Appointments for consideration in the year preceding the year designated for postponement. The Provost will notify the candidate of the decision by letter.

Years so designated may coincide with unpaid leaves of absence but may not coincide with the Junior Faculty Research Leave (JFRL).

#### **18.4.2. Requirements for the Review Dossier**

Candidates prepares their Review Dossier materials, which includes materials from the date of initial appointment to the College. See Section 20. Important Components of Review. See also *List 4. Dossier Requirements for Review and Reappointment to a Review and Reappointment to a Term in which Tenure will become Effective*.

**18.4.3. Outside Reviewers**

For faculty being reviewed for reappointment to a term in which tenure will be effective, evaluations of the candidate's scholarly work are sought from persons tenured at the rank of associate professor or professor in the candidate's field. For procedures, see Section 20.2.1. How are Outside Reviewers Chosen?.

**18.4.4. Advisors on Reappointment and Promotion Procedures**

In preparing the Review Dossier, and thereafter throughout the reappointment process, the candidate may consult both a former member of the Committee on Appointments designated by the Committee, usually the outgoing Chair, and the Chair of the Faculty, who serve as advisors on reappointment and promotion procedures.

**18.4.5. Student and Alumnae/i Letters of Evaluations**

Included in the department's recommendation in all reappointment decisions is an evaluation of teaching effectiveness, based in part on the written letters of evaluation of current and former undergraduate and graduate students who have completed courses with the candidate as specified in Section 20.3. Student Evaluation of Teaching Effectiveness.

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**Table 4. Schedule for Review for Reappointment to a Term in which Tenure will become Effective**

<b>Date</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
In the year prior to the antepenultimate year of their term	Provost	Notice of Review	Provost sends to candidates the notice of review which is scheduled for the following year. A copy is sent to the Department Chair.
March	Candidate and Department or Program Chair	Review Dossier Preparation	A meeting to discuss preparation of Review Dossier.
By March 15	Candidate	Names of Outside Reviewers	The candidate submits the names and complete contact information along with a brief description of the candidate's relationship of at least six persons to be their list of outside reviewers to the Department Chair.
By April 1	Department Chair	Names of Department and Candidate's Outside Reviewers	The Department Chair submits the candidate's list of reviewers and the department's list of six or more additional names to the Provost's Office. Each list includes complete contact information.
By May 1	Committee on Appointments Chair	Solicitation of Outside Evaluations	The Committee on Appointments Chair writes to three names on the candidate's list and three names on the department's list. In the event of more than five refusals, the candidate or the department will be consulted for alternatives.
By May 31	Provost's Office	Student and Alumnae Names and Addresses	The Provost's Office requests from the Registrar the names and addresses of all current students and alumnae who have completed courses with candidate.  The Provost's Office sends lists to the departmental administrator supporting the candidate's review.

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<b>Date</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
By June 10	Candidate	Candidate's Review Dossier	The candidate submits their Review Dossier to the Department Chair and provides Review Dossier materials to the Provost's Office for the Committee on Appointments and the outside reviewers.
By June 10	Department Chair and Provost's Office	Haverford College Recommendation(s)	The Department Chair requests a recommendation on reappointment from the Chair of any Haverford College counterpart department or colleague(s).  The Department Chair provides the Haverford College name(s) to the Provost's Office.  The Provost's Office provides the candidate's Review Dossier to the Haverford College counterpart department chair or colleague(s).
By June 10	Department Chair	Alumnae Letters of Evaluation	The Department Chair requests letters of evaluation from alumnae on the list provided by the Registrar. Alumnae letters of evaluation are due on September 15. See Appendix for sample letters.
By September 1	Department Chair	Student Letters of Evaluation	The Department Chair requests letters of evaluation from current students on the list provided by the Registrar. Student letters of evaluation are due September 15. See Appendix for sample letters.
By September 1	Provost's Office	Community Letters	The Provost's Office notifies via e-mail all faculty members, staff members, and students, of the candidates to be reviewed by Committee on Appointments in the coming semester, indicating that anyone may submit a written opinion on any case.
By September 1	Outside Reviewers	Letters of Evaluation	The outside reviewers' letters of evaluation are due.
By September 15	Haverford College Department Chair or Colleague(s)	Haverford College Recommendation(s)	The Department Chair and the Chair of the Committee on Appointments receive letter(s) from Haverford College counterpart department chair or colleague(s).

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<b>Date</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
By September 15	Students and Alumnae	Student and Alumnae Letters of Evaluation	The Department Chair receives letters of evaluation from current students and alumnae.
By September 25	Department Chair	Student and Alumnae Letters and Departmental Recommendation	The Department Chair forwards the student and alumnae letters of evaluation and the departmental recommendation to the Provost's Office. The Department Chair informs the candidate orally of the substance of the departmental recommendation.
By October 1	Provost's Office	Letters of Evaluation	A copy of the outside reviewers' letters of evaluation is provided to the department once its recommendation and the candidate's review materials have been received by the Provost's Office.
By October 10	Department	Departmental Response to Outside Reviewers	The Provost's Office receives the Department's written response to the outside reviewers' letters of evaluation.
By November 1	Candidate	Review Dossier Additions	The candidate submits additions to their Review Dossier to the Provost's Office.
November / December	Committee on Appointments and President	Appointment Recommendation	Committee on Appointments makes its recommendation to the President. The President communicates their decision to the Committee on Appointments prior to the Board of Trustees meeting. The President may elect to inform a candidate and the department chair of their intended recommendation in writing prior to the next meeting of the Board of Trustees.



<b>Date</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
February	President	Decision on the Reappointment	<p>After the Board of Trustees meeting, the President communicates the Board’s decision to the candidate in writing.</p> <p>The candidate may request a meeting with the Provost, and the Committee on Appointments chair to discuss the review.</p>

**List 4. Dossier Requirements for Review for Reappointment to a Term in which Tenure will become Effective**Complete Review Dossier

The complete Review Dossier copies are read by the candidate's department chair or program director, outside reviewers, and members of the Committee on Appointments. The candidate assembles the complete Review Dossier for submission via a web-based platform and upon request will prepare copies for submission to the Office of the Provost and/or to the candidate's department chair or program director.

The complete Review Dossier are organized and assembled containing the following dossier materials:

1. Table of Contents
2. *Curriculum Vitae*
3. Self-Assessment
4. List of courses taught and their syllabi
5. List of student honors papers, M.A. theses, and Ph.D. dissertations supervised / in progress
6. Publications (articles and manuscripts)
7. Grants (Candidates should indicate which grant proposals they do not wish outside reviewers to see.)

Additional dossier items submitted as noted below:

1. Course/Teaching Evaluations – original envelopes (one set) and/or electronic files of course evaluations
2. Outside Reviewers Lists – at least six names from the candidate and six names from the department

**Please note:** The candidate's department chair or program director submits the department or program Review Dossier copy (if printed copy is requested) to the Office of the Provost along with the departmental or program recommendation.

Additional Copies of Review Dossier Materials

The additional copies of Review Dossier materials are read by the members of the Committee on Appointments, the Deans, the Provost, and the President. The Office of the Provost assembles these copies in folders for the recipients.

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Additional copies (quantity noted next to item and only provided upon request) of following Review Dossier materials (staple as appropriate):

1. *Curriculum Vitae* – 8 copies
2. Self-Assessment – 8 copies
3. List of courses taught – 8 copies
4. List of student honors papers, M.A. theses, and Ph.D. dissertations supervised / in progress – 8 copies
5. Publications (published books, preprints) – 1 copy

Duplication Information

All duplication should be back-to-back (two-sided) for review dossier materials, which are provided upon request.

## **18.5. Procedures for the Reviews of Associate Professors with Tenure**

Reviews of Associate Professors with tenure are conducted every three years after promotion to that rank.

### **18.5.1. Two Types of Reviews of Associate Professors with Tenure**

Once a faculty member is promoted to the rank of Associate Professor with tenure, there are two kinds of regularly-scheduled reviews:

- 1) Departmental Reviews
- 2) College Reviews

Reviews of Associate Professors with tenure, either Departmental or College, are conducted every third year.

### **18.5.2. Departmental Reviews**

Departmental Reviews of an Associate Professor with tenure are conducted so that progress toward promotion to Professor may be addressed within a departmental or program context.

Departmental Reviews are conducted in the second semester every three years after a faculty member's having been promoted to Associate Professor with tenure.

The Provost will notify a department/program chair about when an Associate Professor in the department/program is due for a departmental review.

An Associate Professor under review will prepare for the Professors of the department/ program a review dossier that contains a brief (2-3 pages) self-assessment, current *curriculum vitae*, and all teaching evaluations since the last review. The Professors will meet to review the review dossier.

If a department/program has no Professors, the Provost in consultation with the Committee on Appointments will appoint a Professor from an appropriate department to conduct the review.

The department/program or review Chair will meet with the Associate Professor under review to provide feedback and to specifically comment on their progress toward promotion to full Professor.

The department/program or review Chair will also write a brief letter to the Provost summarizing the review. See *Table 5. Schedule for College Review: Departmental Review of an Associate Professor*. See also *List 5. Dossier Requirements for College Review: Departmental Review of an Associate Professor with Tenure*.

### **18.5.3. College Reviews**

College Reviews for promotion to the rank of Professor are: those initiated by the Associate Professor that may occur at any time according to the review schedule for promotion to the rank of Professor.

See Section 18.6. Procedures for Promotion to the Rank of Professor. See *Table 6. Schedule for College Review: Review for Promotion to the Rank of Professor*.

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**Table 5. Schedule for Departmental Review of an Associate Professor**

<b>Date</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
In October	Provost's Office	Notice of Review	Provost's Office sends the notice to faculty member eligible for review as well as to faculty member's department / review chair.
By February 1	Review Candidate	Review Dossier	The review candidate submits their Review Dossier ( <i>Curriculum Vitae</i> , self-assessment and course evaluations) to the Department / Review Chair.
By February 20	Professors in Department / Program	Self-Assessment and Review Dossier Meeting	Professors in department / program meet with faculty member to discuss self-assessment and Review Dossier.
By March 1	Department / Review Chair	Brief Letter	Department / Review Chair writes a brief letter summarizing the review and discussion about progress toward promotion and forwards the letter along with the faculty member's <i>Curriculum Vitae</i> and Self-Assessment to the Provost's Office.

**List 5. Dossier Requirements for Departmental Review of an Associate Professor**Review Dossier

The Review Dossier is read by the professors in the candidate's department or program. The candidate assembles and submits the Review Dossier to the Review Chair in the candidate's department or program via a web-based platform.

The complete Review Dossier is organized and assembled containing the following dossier materials:

1. *Curriculum Vitae* – Include educational background, employment history, publications, grants awards, talks given at other institutions and at meetings of professional societies and work in progress.
2. Self-Assessment – Include goals and plans for the next few years for teaching, research, and service.
3. Course/Teaching Evaluations – Include all since the last review year; submit in the original envelopes and/or electronic files.

## 18.6. Procedures for Promotion to the Rank of Professor

### 18.6.1. Institutional Expectations for Promotion to Professor

Faculty members at the rank of Associate Professor with tenure may put themselves forward for promotion to Professor. It normally takes at least five to seven years to establish the Review Dossier necessary for promotion to Professor.

Promotion to Professor is based on these criteria:

- A continued and significant record of scholarship beyond tenure
- Continued excellence in teaching and significant contributions to the curriculum beyond tenure
  - Significant contributions to the curriculum may be demonstrated in a number of ways, for example, new or revised courses, teaching in interdisciplinary programs, participating in the Emily Balch Seminar Program, engaging robust student mentorship, as well as furthering diversity, equity and inclusion at the College.
- Significant contributions to the College and the profession beyond tenure
  - This may be demonstrated in a number of ways, for example, service on major committees; departmental, program, or center leadership; student mentorship or advising; advancing diversity, equity and inclusion at the College; service to the profession outside the College; and community outreach on behalf of the College.

The College strongly advises those Associate Professors with tenure, who are considering putting themselves forward for promotion, to consult with the senior colleagues in their department, with current and former members of the Committee on Appointments, and/or with the Provost concerning their readiness for a review for promotion to Professor. See *Table 6. Schedule for College Review: Review for Promotion to the Rank of Professor*.

### 18.6.2. Overview of Procedures for Promotion to the Rank of Professor

Associate Professors with tenure may be considered for promotion to the rank of Professor according to the review schedule for promotion to the rank of Professor. To be considered for promotion, the candidate must submit a written request for the review to the Provost in the academic year prior to the year of review. See *Table 6. Schedule for College Review: Review for Promotion to the Rank of Professor*.



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These procedures for promotion to Professor may be summarized as follows:

In the spring prior to the year of review, the Provost provides the candidate, the department, and the Committee on Appointments with a calendar for the review.

The Committee on Appointments in consultation with the Provost will form an *ad hoc* review committee for a candidate whose department does not have at least three senior faculty members at the rank of Professor, when a candidate teaches in an interdisciplinary program, and/or when a candidate has an appointment in two or more departments/programs. The candidate accepts the committee membership by executing an agreement with the Provost.

When an *ad hoc* committee is formed, it is charged with overseeing the review as would a departmental committee. The duties and responsibilities include but are not limited to evaluating the Review Dossier and writing a letter of evaluation.

The candidate prepares a Review Dossier, and a list of six (6) possible outside reviewers. See *List 6. Dossier Requirements for College Review: Review for Promotion to the Rank of Professor*.

The department or *ad hoc* committee submits a list of six additional outside reviewers who have no close personal or professional relationship with the candidate previously, or persons nominated by the candidate as outside reviewers. See Section 20.2.1. How are Outside Reviewers Chosen?.

The Chair of the Committee on Appointments solicits letters from the outside reviewers.

The department or *ad hoc* committee solicits written letters of evaluation from students to assist in the evaluation of teaching.

The senior members of the department or *ad hoc committee* conduct a departmental review or the equivalent, solicit a letter or letters from the Haverford College colleagues, and submit a written recommendation to the Committee on Appointments.

The Committee on Appointments reviews the materials and makes a recommendation to the President.

The President may recommend promotion to Professor to the Board of Trustees. Negative decisions will not be brought to the Board of Trustees. Whether the outcome is positive or negative, the President or the Provost will notify the candidate of the decision.

**18.6.2.1. Requirements for the Review Dossier**

Candidates prepare their Review Dossier materials, which includes materials from the date of the last review by the Committee on Appointments. See Section 20. Important Components of Review. See also *List 6. Dossier Requirements for College Review: Review for Promotion to the Rank of Professor.*

**18.6.2.2. Outside Reviewers**

For faculty begin reviewed for promotion to Professor, evaluations of the candidate's scholarly work may be sought from persons tenured and at the rank of professor in the candidate's field.

For procedures, see Section 20.2.1. How are Outside Reviewers Chosen?.

**18.6.2.3. Student and Alumnae/i Letters of Evaluation**

Included in the department's recommendation in all reappointment decisions is an evaluation of teaching effectiveness, based in part on the written letters of evaluation of the current and former undergraduate and graduate students who have completed courses with the candidate.

For procedures, see Section 20.3. Student Evaluation of Teaching Effectiveness.

**18.6.2.4. Advisors on Reappointment and Promotion Procedures**

In preparing the Review Dossier, and throughout the reappointment process, the candidate may consult both a former member of the Committee on Appointments designated by the Committee, usually the outgoing Chair, and the Chair of the Faculty, who serve as advisors on reappointment and promotion procedures.

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**Table 6. Schedule for College Review: Review for Promotion to the Rank of Professor**

<b>Date</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
January / February	Provost	Notice of Review Eligibility	The Provost sends to candidates the notice of review eligibility. The candidate informs the Provost if they wish to be reviewed for promotion by March 1.
By March 1 of the preceding review year.	Candidate	Decision to stand for promotion	The candidate informs the Provost their decision to stand for promotion to professor.
March	Candidate and Department or Program Chair	Review Dossier Preparation and Outside Reviewers	Meet to discuss preparation of Review Dossier.
By March 15	Candidate	Names of Outside Reviewers	The candidate submits the names and complete contact information along with a brief description of the candidate's relationship of at least six persons to be their list of outside reviewers to the Department Chair.
By April 1	Department Chair	Names of Department's and Candidate's Outside Reviewers	Submission of the candidate's list of reviewers <i>and</i> its own list of six or more additional names to the Provost's Office. Each list includes complete contact information.
By May 1	Committee on Appointments Chair	Solicitation of Outside Evaluations	The Committee on Appointments Chair writes to three names on the candidate's list and three names on the department's list. In the event of more than five refusals, the candidate or the department will be consulted for alternatives.

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Date	Who	Item	Additional Information
By May 31	Provost's Office	Student and Alumnae Names and Addresses	<p>The Provost's Office requests from the Registrar the names and addresses of all current students and alumnae who have completed courses with the candidate.</p> <p>The Provost's Office sends lists to the departmental administrator supporting the candidate's review.</p>
By June 10	Candidate	Review Dossier	<p>The candidate submits their Review Dossier materials to the department chair and provides the Review Dossier materials to the Provost's Office for the Committee on Appointments and for the outside reviewers.</p>
By June 10	Department Chair and Provost's Office	Haverford College Recommendation(s)	<p>The Department Chair requests a recommendation on reappointment from the Chair of any Haverford College counterpart department or colleague(s).</p> <p>The Department Chair provides the Haverford College name(s) to the Provost's Office.</p> <p>The Provost's Office provides the candidate's Review Dossier to the Haverford College counterpart department chair or colleague(s).</p>
By June 10	Department Chair	Alumnae Letters of Evaluation	<p>The Department Chair requests letters of evaluation from the alumnae on the list provided by the Registrar. Letters of evaluation are due September 15. See Appendix for sample letters.</p>
By September 1	Department Chair	Student Letters of Evaluation	<p>The Department Chair requests letters of evaluation from currently enrolled students. Letters of evaluation are due September 15. See Appendix for sample letters.</p>

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<b>Date</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
By September 1	Provost's Office	Community Letters	The Provost's Office notifies via e-mail all faculty members, staff members, and students, of the candidates to be reviewed by Committee on Appointments in the coming semester, indicating that anyone may submit a written opinion on any case.
By September 1	Outside Reviewers	Letters of Evaluation	The outside reviewers' letters of evaluation are due.
By September 15	Haverford College Department Chair or Colleague(s)	Haverford College Recommendation(s)	The Department Chair and the Chair of the Committee on Appointments receive letter(s) from Haverford College counterpart department chair or colleague(s).
By September 15	Current Students and Alumnae	Student and Alumnae Letters of Evaluation	The Department Chair receives letters of evaluation from current students and alumnae.
By September 25	Department Chair	Student and Alumnae Letters and Departmental Recommendation	The Department Chair forwards the student and alumnae letters of evaluation and the departmental recommendation to the Provost's Office.  The Department Chair informs the candidate orally of the substance of the departmental recommendation.
By October 1	Provost's Office	Letters of Evaluation	The outside reviewers' letters are provided to the Department once its recommendation has been received by the Provost's Office.
By October 10	Department Chair	Departmental Response to Outside Reviewers	The Provost's Office receives the Department's written response to the outside reviewers' letters of evaluation.
By November 1	Candidate	Review Dossier Additions	The candidate submits additions to their Review Dossier to the Provost's Office.

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Date	Who	Item	Additional Information
November / December	Committee on Appointments and President	Appointment Recommendation	<p>Committee on Appointments makes its recommendation to the President.</p> <p>The President communicates their decision to the Committee on Appointments prior to the Board of Trustees meeting.</p> <p>The President may elect to inform a candidate and the department chair of their intended recommendation in writing prior to the next meeting of the Board of Trustees.</p>
February	Board of Trustees	Decision on the Recommendation of Promotion	
February	President	Decision on the Recommendation of Promotion	<p>After the Board of Trustees meeting, the President communicates in writing the Board's decision to the candidate.</p> <p>The candidate may request a meeting with the Provost and the Committee on Appointments Chair to discuss the Committee's consideration of their dossier.</p>

**List 6. Dossier Requirements for College Review: Review for Promotion to the Rank of Professor**Complete Review Dossier

The complete Review Dossier copies are read by the candidate's department chair or program director, outside reviewers, and members of the Committee on Appointments. The candidate assembles the complete Review Dossier for submission via a web-based platform and upon request will prepare printed copies for submission to the Office of the Provost and/or to the candidate's department chair or program director.

The complete Review Dossier are organized and assembled containing the following dossier materials:

1. Table of Contents
2. *Curriculum Vitae*
3. Self-Assessment
4. List of courses taught and their syllabi
5. List of student honors papers, M.A. theses, and Ph.D. dissertations supervised / in progress
6. Publications (articles and manuscripts)
7. Grants (Candidates should indicate which grant proposals they do not wish outside reviewers to see.)

Additional dossier items submitted as noted below:

1. Course/Teaching Evaluations – original envelopes (one set) and/or electronic files of course evaluations
2. Outside Reviewers Lists – at least six names from the candidate and six names from the department

**Please note:** The candidate's department chair or program director submits the department or program Review Dossier copy (if printed copy is requested) to the Office of the Provost along with the departmental or program recommendation.

Additional Copies of Review Dossier Materials

The additional copies of Review Dossier materials are read by the members of the Committee on Appointments, the Deans, the Provost, and the President. The Office of the Provost assembles these copies in folders for the recipients.

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Additional copies (quantity noted next to item and only provided upon request) of following dossier materials (staple as appropriate):

1. *Curriculum Vitae* – 8 copies
2. Self-Assessment – 8 copies
3. List of courses taught – 8 copies
4. List of student honors papers, M.A. theses, and Ph.D. dissertations supervised / in progress – 8 copies
5. Publications (published books, preprints) – 1 copy

Duplication Information

All duplication should be back-to-back (two-sided) for review dossier materials, which are provided upon request.



### **18.7. Procedures for the Review of Professors: Three-Year Professorial Reviews (3Y-PR) and Six-Year Professorial Reviews (6Y-PR)**

Faculty members at the rank of Professor are reviewed every three years to assess their performance and to establish the merit portion of salary. Three-year professorial reviews (3Y-PR) are conducted by the Provost and the Chair of the Committee on Appointments. Six-year professorial reviews (6Y-PR) are conducted by the President, Provost, and the Committee on Appointments. An additional purpose of the six-year professorial review (6Y-PR) is to allow Professors the opportunity to discuss issues of interest or concern they may have with senior administrators.

The review procedures for the 3Y-PR and the 6Y-PR may be summarized as follows:

In early January, the Provost transmits a notice of review to those Professors scheduled for review later in the spring.

Those professors should review their teaching evaluations from the preceding three years and their most recent self-assessment in order to prepare a Review Dossier. This Review Dossier comprises five items:

1. a two- to five-page self-assessment describing research, teaching, and service activities over the preceding three years, as well as plans and priorities in those areas for the next few years
2. original envelopes (one set) and/or electronic files of course evaluations for the preceding three (3) years
3. course syllabi for the preceding three years
4. the previous self-assessment
5. an up-to-date *curriculum vitae*

In addition to these five items in the Review Dossier, for the 6Y-PR Professors should prepare a brief list of issues of interest or concern they would like to discuss in a follow-up interview with the President, Provost, and Chair of the Committee on Appointments.

For the 3Y-PR, Review Dossiers are reviewed by the Provost and the Chair of the Committee on Appointments.

For the 6Y-PR, Review Dossiers are reviewed by all members of the Committee on Appointments. After the Committee's review, the President, Provost, and Chair of the Committee on Appointments meet with each Professor reviewed to convey their views and those of the Committee on the contributions that the Professor is making to the institution and to the profession, and to discuss the issues of interest or concern listed by the Professor.

See *Table 7. Schedule for Three-Year Review of a Professor* and  
*Table 8. Schedule for Six-Year Review of a Professor.*

See *List 7. Dossier Requirements for Three-Year Review of a Professor* and  
*List 8. Dossier Requirements for Six-Year Review of a Professor.*

### **18.7.1. Merit Assessment in Reviews of Professors**

Merit is assessed based on a Professor's record of teaching, scholarship, and service as set forth in the Review Dossier.

Merit points are awarded in each of three (3) categories – research, teaching, and service. The College employs a nine-point merit scale. One (1) point is awarded for “merit.” Two (2) points is awarded for “special merit.” Three (3) points are awarded for “exceptional merit.” On rare occasions, four (4) points are awarded for extraordinary achievement in any one category. No one can, however, be awarded more than a total of nine (9) points.

Merit ratings are effective for three (3) years, until the next review occurs.

A general annual increase and merit are the two components of a Professor's annual salary increase. The Committee on Appointments endorses the 1998 recommendation of the Faculty Salary and Benefits Committee that the general annual increase should be percentage-based, but that merit should be awarded as a fixed sum per point. The dollar amount of the merit point value varies from year to year and depends on the size of the merit pool in the College budget, as well as on the number of Professors reviewed.

Adjustments in the review schedule may be necessary because of leaves, i.e., sabbatical, leaves of absence, and research leaves.

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**Table 7. Schedule for Three-Year Review of a Professor**

<b>Date</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
By Mid-January	Provost's Office	Notice of Review	Notifies each Professor eligible for Three-Year Professorial Review that they will be reviewed later in the semester.
By March 15	Candidate	Review Dossier	Candidate submits their Review Dossier materials and course evaluations to the Provost's Office.
By May – June	Provost and Chair of Committee on Appointments	Complete Package of Review Dossier Materials	The Provost and the Chair of the Committee on Appointments review the candidates' Review Dossier materials.
By July	Provost	Notice of Merit Increase	Provost's Office notifies candidates of the outcomes of the merit review as part of the annual salary letter.

**List 7. Dossier Requirements for Three-Year Review of a Professor**Review Dossier

The candidate's Review Dossier is read by the Provost and the Chair of the Committee on Appointments. The candidate assembles the Review Dossier and submits the dossier via a web-based platform.

The Review Dossier is organized and assembled containing the following dossier materials:

1. Self-Assessment – a two- to five-page description of research, teaching, and service activities over the preceding three years, as well as plans and priorities in those areas for the next few years.
2. *Curriculum Vitae* – Include an up-to-date *curriculum vitae* (CV) with educational background, employment history, publications, grants awards, talks given at other institutions and at meetings of professional societies and work in progress.
3. Course Syllabi – Include the course syllabi for the preceding three years.
4. Previous Self-Assessment – Include a copy of the previous self-assessment.
5. Course Evaluations – Submit original envelopes (one set) and/or electronic files of course evaluations for the preceding three years.

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**Table 8. Schedule for a Six-Year Review of a Professor**

<b>Date</b>	<b>Who</b>	<b>Item</b>	<b>Additional Information</b>
By Mid-January	Provost's Office	Notice of Review	Notifies each Professor eligible for a Six-Year Professorial Review that they will be reviewed later in the semester.
By March 15	Candidate	Review Dossier	Candidate submits Review Dossier materials and course evaluations to the Provost's Office
By April	Committee on Appointments and Provost	Submit Review Dossier to President	Committee on Appointments and Provost submit Review Dossier to the President.
By May – June	Candidate, Provost, President, and Chair of Committee on Appointments	Meeting	Meeting to share views of the Committee on Appointments, discussion issues that relate to contributions to the institution and profession.
By July	Provost	Notice of Merit Increase	Provost's Office notifies candidates of the outcomes of the merit review as part of the annual salary letter.

**List 8. Dossier Requirements for Six-Year Review of a Professor**Review Dossier

The candidate's Review Dossier is read by the President, the Provost, and members of the Committee on Appointments. The candidate assembles the Review Dossier and submits the dossier via a web-based platform.

The Review Dossier is organized and assembled containing the following dossier materials:

1. Self-Assessment – a two- to five-page description of research, teaching, and service activities over the preceding three years, as well as plans and priorities in those areas for the next few years.
2. *Curriculum Vitae* – Include an up-to-date *curriculum vitae* (CV) with educational background, employment history, publications, grants awards, talks given at other institutions and at meetings of professional societies and work in progress.
3. Course Syllabi – Include the course syllabi for the preceding three years.
4. Previous Self-Assessment – Include a copy of the previous self-assessment.
5. List of Issues of Concern or Interest – Include a brief list of issues of interest or concern to be discussed in a follow-up interview with the President, the Provost, and the Chair of the Committee on Appointments.
6. Course Evaluations – Submit original envelopes (one set) and/or electronic files of course evaluations for the preceding three years.

## **19. Departmental Reviews of Each Faculty Member Reviewed for Reappointment and/or Promotion**

### **19.1. The Department Chair's and Faculty Member's Responsibilities**

It is the responsibility of the Department Chair, in consultation with all department members senior in rank to the candidate, to lead the departmental review of each faculty member in the department who is under consideration for reappointment and/or promotion and to formulate the departmental recommendation. Appropriate members of other departments, as determined by the Department Chair, the President, and the Provost, may be asked to share in this responsibility.

If the Department Chair is unable by virtue of rank or special circumstance to carry out the chair's tasks associated with a particular review, the Provost, in consultation with the President, shall designate someone senior to the candidate in rank to substitute for the chair in conducting the review of the candidate. This person could be another member of the department or a faculty member from another department or another institution.

#### **19.1.1. *Ad Hoc* Committees for Reviews**

In the event that there are no senior Professors in the department, the Committee on Appointments will coordinate the formation of an *ad hoc* committee to oversee the review. The Provost, in consultation with the Committee on Appointments, will select a chair. The faculty member under review will accept the committee membership by executing an agreement with the Provost.

The members of the *ad hoc* committee work together to evaluate the Review Dossier and to write an evaluation letter.

### **19.2. Consultation with Haverford College Counterparts**

The Chair should consult with the Chair of the appropriate Haverford College counterpart department, if any, at Haverford College, and request a written recommendation on reappointment.

The Provost's Office will supply the counterpart department with the candidate's complete Review Dossier, including the *curriculum vitae* and scholarly work.

The Haverford College department's recommendation may be either a single statement arrived at through consultation among those members of the Haverford department senior in rank to the candidate or individual letters from those same members of the Haverford department. The

Haverford department members should also feel free to communicate directly with the Bryn Mawr Committee on Appointments in care of the Provost's Office.

The Chair should have the Haverford College department's recommendation in-hand before formulating its own letter of recommendation. The Bryn Mawr chair should forward the Haverford department's letter(s) to the Office of the Provost along with the Bryn Mawr department's own recommendation.

### **19.3. The Department's Submission of Materials for the Review**

The chair should forward to the Office of the Provost the three types of materials:

#### **19.3.1. Names of Outside Reviewers**

The Department submits the names and addresses of six (6) persons tenured and senior in rank to the review candidate and in the candidate's field, suggested by the senior members of the Department, in the review cases for:

- 1) reappointment to a term in which tenure becomes effective and
- 2) College Reviews of an Associate Professor

This group of outside reviewers should not include persons who either have had a close personal or professional relationship with the candidate or who were nominated by the candidate.

The Department should not discuss the list of potential outside reviewers or share the final list of outside reviewers with the candidate.

The candidate may request, and the Department may honor a request by the candidate that an individual be excluded from department's list. No more than one name may be so requested. See Section 20.2. Outside Reviews and Outside Reviewers.

From the department's list, the Committee on Appointments solicits confidential evaluations of the candidate's scholarly accomplishments and promise.

The Committee on Appointments may exercise discretion and seek outside evaluations of a Continuing Non-Tenure Track (CNTT) review candidate. The purpose is to obtain an outside evaluation of the CNTT candidate's pedagogical scholarship or creative/performance record from person/s prominent in the candidate's field. As with other faculty reviews, names of outside reviewers are provided by the candidate and the department/program chair. The Committee on Appointments may also seek the names of other persons prominent in the candidate's field.



### **19.3.2. Departmental Recommendation**

In all cases, a written departmental recommendation concerning the possible reappointment and/or promotion is produced. This recommendation should reflect the full views of those consulted. The departmental recommendation should include the information, which the Chair considers relevant.

The Chair should inform the individuals responsible for the recommendation that they may write directly to the President to augment the departmental recommendation—by providing additional supportive information or to disagree with it.

The departmental recommendation should include:

- An evaluation of the quality and quantity of research and scholarly publication completed and in progress.
- An evaluation of teaching effectiveness, including a description of the means by which such an assessment was made.
- All student evaluations.
- An assessment of the candidate's ability to contribute to the curricular needs of the department, specifying new courses the candidate has added to the curriculum and those candidate projects adding in the future.
- An evaluation of service to the department and the College.
- An evaluation of the work done under the candidate's supervision, including honors papers, M.A. theses and Ph.D. dissertations, if pertinent.
- A summary statement of the extent of outside consultations, if any, made by the department in developing its recommendation.
- Letter(s) of recommendation from counterpart Department or colleague at Haverford College.

After sending the departmental recommendation and other required materials to the Office of the Provost for the Committee on Appointments, the Department Chair has the responsibility to have a conversation with the candidate to relay orally the substance of the department's recommendation.

### **19.3.3. Commentary on Outside Reviewer Letters**

In review cases involving outside reviewers, the Department Chair receives copies of the outside review letters after the chair submits the departmental recommendation to the Committee on Appointments.

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The Department Chair should share these letters with the faculty who participated in preparing the departmental recommendation.

Department members are expected to read the letters. Department members prepare a commentary on the letters, which becomes a part of the information the Committee on Appointments considers in reaching its decision.

## 20. Important Components of Review

### 20.1. Review Dossiers

Candidates prepare two types of Review Dossiers: one for the Department Chair (and the departmental review) and one for Committee on Appointments.

For certain types of reviews, Review Dossiers can be streamlined. The Provost's Office will advise.

#### 20.1.1. Elements of a Typical Review Dossier for the Department Chair

The candidate provides these materials to the Department Chair:

- a *current curriculum vitae*;
- a list of courses taught at the College and their syllabi, with an indication of those courses which the candidate has introduced to the curriculum;
- a list of honors papers, M.A. theses, Ph.D. dissertations, completed and in progress under the candidate's supervision;
- teaching evaluations in their original envelopes (one set) and/or electronic files of course evaluations from at least the last three years, with the accompanying course syllabi;
- at least one copy of each publication, including books, articles and preprints;
- unpublished manuscripts;
- current grant proposals;
- A self-assessment including a statement of goals and plans in the areas of research, teaching, and service.
- Names and addresses of six outside reviewers, as specified elsewhere if they are required for the candidate's reappointment procedure.

#### 20.1.2. Elements of a Typical Review Dossier for the Outside Reviewers and Members of the Committee on Appointments

Outside reviewers receive a Review Dossier that contains:

- a *curriculum vitae*
- self-assessment
  - the self-assessment may omit any strictly intramural issues raised in the version presented to the department;
- one or more copies of each book
  - the Provost's Office will provide a copy of the book(s) submitted as part of the candidate's review;

- articles, book chapters, and unpublished manuscripts
  - only manuscripts under consideration by a publisher will be circulated;
- grant proposals
  - candidates for reappointment with tenure may instruct the Provost's Office not to circulate grant proposals.

With the exception of manuscripts and published materials, components of the Review Dossier sent to outside reviewers will not be returned.

### **20.1.3. Additions to the Review Dossier**

Candidates may add materials to their Review Dossiers at any point in the review process.

Candidates may communicate to the Provost or the President, in writing, any additional information which they feel to be pertinent to their review. Such material may be considered as part of the review.

### **20.1.4. Advisors on Reappointment and Promotion Procedures**

In preparing the Review Dossier, and thereafter throughout the reappointment process, the candidate may consult both a former member of the Committee on Appointments designated by the Committee, usually the outgoing Chair, and the Chair of the Faculty, who serve as advisors on reappointment and promotion procedures.

## **20.2. Outside Reviews and Outside Reviewers**

### **20.2.1. How are Outside Reviewers Chosen?**

When outside reviews are required as part of a review for reappointment or promotion, both the candidate and the department provide lists of potential outside reviewers' names to the Committee on Appointments. In all cases the reviewers must be at a higher rank than the person being reviewed. In special circumstances the department chair may petition the Committee on Appointments with the names of reviewers that have other kinds of appointments or credentials.

For candidates for promotion whose work has recently received outside review as part of a reappointment or promotion, the Committee on Appointments may elect to not seek new evaluations from outside reviewers.

#### **The Candidate's List**

The candidate submits a list of the names and addresses of at least six (6) persons, tenured and in their field, from whom the Committee on Appointments may solicit confidential evaluations of their scholarly accomplishments and promise.

At least three (3) of the six (6) persons on the candidate's list should not have had a close personal or professional relationship with the candidate.

The candidate's list should include names, titles, current mail and e-mail addresses, telephone numbers for all persons named. For each person, the candidate should include a brief statement about each individual—specifying rank and any relation or association.

#### **The Department's List**

The department submits a list of the names and addresses of at least six (6) persons tenured in the candidate's field, as suggested by the senior members of the department, from whom the Committee on Appointments may solicit confidential evaluations of the candidate's scholarly accomplishments and promise.

This group of outside reviewers should not include persons who have had a close personal or professional relationship with the candidate previously, or persons nominated by the candidate as outside reviewers.

The candidate may request and the department may honor a request to exclude an individual from the departmental list. No more than one name may be so requested.

The department should not discuss the list of potential outside reviewers or share the final list of outside reviewers with the candidate.

The department's list should include names, titles, current mail and e-mail addresses, telephone numbers for all persons named.

### **20.2.2. Engagement of Outside Reviewers and Use of Feedback**

The Chair of the Committee on Appointments writes to the suggested outside reviewers – those named by the candidate and those named by the department – to determine if they are willing to serve. If fewer than three on either list are willing to serve, the chair requests and reviews more names from either the candidate or the department. The Chair of the Committee on Appointments correspondence with outside reviewers as needed.

The members of the Committee on Appointments, the Provost, and the President may, in addition, consult other scholars of their own choosing.

Outside reviewers willing to read a candidate's Review Dossier, including a *curriculum vitae*, self-assessment, published books and articles, and completed manuscripts, write a letter assessing the scholarly achievements and promise of the candidate.

When letters are received from outside reviewers, a set is made available to the Department Chair, but only after the departmental recommendation has been submitted to the Committee on Appointments.

The Chair shares these letters with the faculty who participated in the departmental review of the candidate. Department members are expected to read the letters and prepare a commentary on the letters. The commentary becomes a part of the information the Committee on Appointments considers in reaching its decision.

### **20.3. Student Evaluation of Teaching Effectiveness**

Included in the department's recommendation in all reappointment decisions is an evaluation of teaching effectiveness. The recommendation should be based in part on the written letters of evaluation solicited from current and former undergraduate and graduate students who have completed courses with the candidate, as well as teaching evaluations.

The Chair shall include a summary of these opinions in the departmental recommendation and shall also submit the letters themselves along with that recommendation. (See Appendix for a *Sample Letter to Students and Alumni for Review and Reappointment.*)

In every case the original letters of evaluation from students should be sent to the Provost.

In circumstances in which the student response to the department's solicitation is judged by the Committee on Appointments to be too small or otherwise inadequate, the Committee may directly solicit student input and is not bound by the procedures set above.

### **20.3.1. Undergraduate Students**

#### **20.3.1.1. Course Evaluations / Teaching Evaluations**

The Department and the Committee on Appointments will consider part of the candidate's Review Dossier any course/teaching evaluations obtained through the College's standard system for regular evaluations.

#### **20.3.1.2. Written Letters of Evaluation**

In addition, the Department Chair, with assistance from the Registrar's Office, shall solicit written letters of evaluation from all the students who have completed courses with the candidate over the previous five years.

Letters of evaluation should pertain to teaching effectiveness. The letters shall be signed by the students who submit them, and they shall be treated in confidence by the chair, and the members of the department consulted.

### **20.3.2. Graduate Students**

In cases in which the candidate has taught graduate students, a similar procedure should be followed for obtaining letters from current graduate students.

### **20.3.3. Alumnae/i**

All alumnae/i, whom the candidate has taught over the previous five years, shall be asked for evaluations of the candidate's teaching effectiveness.

## **21. Review and Reappointment Procedures related to Procedural Errors**

### **21.1. Guidelines for Review of Claims of Procedural Errors in Reappointment Decisions (Other than Tenure Decisions)**

The following review procedure provides an opportunity for a Member of the Faculty who has not been reappointed and who believes that the decision resulted from serious procedural error to have the decision reviewed.

A claim of procedural error may only be made:

- when the Procedures for Reappointment state that the College “shall” or “will” or “must” take a particular action and that action has not been taken, or
- When the Procedures for Reappointment state that the College “shall not” or “will not” or “must not” take a particular action and that action has been taken.

A review of a claim of procedural error shall be initiated only if an informal resolution cannot be achieved through discussions with the President and the Provost.

In the event that resolution is not achieved through informal discussion, the claimant shall, within three weeks of receiving the letter of notification, submit a written statement to the President requesting the initiation of a formal review process.

The President shall immediately appoint a Review Committee consisting of three former Chairs of the Committee on Appointments. Ordinarily, these will be the three most recent former Chairs, but the President shall have the option of appointing an alternative former Chair when a former Chair is on leave, is a member of the same department as the claimant, or is otherwise unable to serve.

The claimant shall submit a written statement on the basis of the appeal to the Review Committee, with a copy to the Committee on Appointments, and the Committee on Appointments shall submit all relevant materials concerning the claimant's statement to the Review Committee. The review committee shall conduct a full investigation of the claimant's allegations, including interviews as necessary, to determine whether or not there has been any procedural error in the decision not to reappoint the claimant.

Within three weeks of receiving the claimant's written statement and the documents from the Committee on Appointments, the review committee shall make a written report to the President, with copies to the claimant, the Provost, and the Committee on Appointments. This report shall indicate:



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- whether or not there was any procedural error in the decision not to reappoint;
- if there was any error, whether or not it was sufficiently serious to have significantly influenced the decision of the Committee on Appointments.

The President shall consider the report of the Review Committee and make a recommendation to the Board of Trustees (or its' Executive Committee). If the President has not agreed with the recommendation of a majority of the members of the Review Committee, that committee may write a letter directly to the Board of Trustees (or its Executive Committee) setting forth their recommendation and supporting arguments. The Board of Trustees (or its Executive Committee) will vote to approve or reject the President's recommendation.

The President will notify the claimant in writing of the decision made and action taken by the Board of Trustees (or its' Executive Committee).

If the decision by the Executive Committee is that the claimant shall be reconsidered for reappointment during the next academic year, there will not be an additional year added to the claimant's contractual term with the College.

### **21.2. Guidelines for Review of Claims of Procedural Error in Tenure Decisions**

#### **21.2.1. Introduction**

The purpose of the review process is to provide a means of procedural review for a Member of the Faculty who, having been denied tenure by the action of the Board of Trustees, believes that a serious procedural error has occurred in the reappointment process which has affected the deliberations of the Committee on Appointments and its recommendation to the President, and who has decided to press a formal claim for review by a Special Committee on Review of Tenure Appointments Procedures (hereinafter the "Special Committee") to be established as provided by the *By-Laws of the Faculty VI.A.1.* (hereinafter "the By-Law").

A claim of procedural error may only be made:

- when the Procedures for Reappointment state that the College "shall" or "will" or "must" take a particular action and that action has not been taken, or
- when the Procedures for Reappointment state that the College "shall not" or "will not" or "must not" take a particular action and that action has been taken.

A formal review of procedural matters by a Special Committee should be undertaken only if an informal resolution of the issues cannot be achieved through discussions with the President, the Provost, and the Committee on Appointments within two weeks of notification of non-reappointment. Since the Committee on Appointments provides advisory oversight of the

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departmental evaluation of a faculty member, claims of denial of academic freedom should be presented directly to the Committee on Appointments. Claims of discrimination based on race, color, religion, sex (including sexual harassment and sexual orientation), age, national origin, or handicap should be resolved under the *Appointment-Related Equal Opportunity Grievance Procedures for Faculty of Bryn Mawr College* (See Appendix). In deciding among the various courses of action, a faculty member may find it helpful to choose an advisor from among his colleagues for confidential discussion and support.

The procedural review process is divided into three stages consisting of:

Initial Procedures (following a faculty member's private conference with the President and the Provost) involving consultation with the Chair of the Faculty and the establishment of a Special Committee;

Proceedings before the Special Committee to determine in the first instance whether the claim of the faculty member (hereinafter the "Petitioner") is (or might on further investigation prove to be) procedural rather than substantive inasmuch as under the terms of the *By-Law* no substantive issue may be entertained as a ground for review by a Special Committee, and in the second instance (assuming the claim is found, or might on further investigation prove, to be procedural) to determine:

- whether a procedural error has in fact occurred as claimed and
- whether such error was sufficiently serious to have significantly affected the outcome of the reappointment process; and

Post-hearing Disposition of the case following the submission of a report of the Special Committee on its findings to the President.

### **21.3. Initial Procedures**

#### **21.3.1. Role of the Chair of the Faculty**

The Chair of the Faculty shall serve as consultant to a Petitioner and shall provide such information, advice and counsel as may be necessary. The Chair of the Faculty shall be responsible for preparing an accurate and timely list of the members of the Faculty who are eligible to serve on a Special Committee as provided by the *By-Laws*, and shall carry out all other duties necessary for establishing a Special Committee. The Chair of the Faculty shall also serve as custodian of the reports of Special Committees.

### **21.3.2. Role of the Provost**

The Provost, or designated representative, shall be present at all proceedings before the Special Committee and the submissions of the Petitioner.

### **21.3.3. Procedures**

Within two weeks of receipt of written notice of non-reappointment, the Petitioner should confer with the Chair of the Faculty who shall provide the Petitioner with a copy of these Guidelines and a copy of the *By-Law*. Within one week of receipt of these documents, the Petitioner should inform the Chair in writing whether or not the Petitioner wishes to go forward with a claim of serious procedural error affecting consideration of the Petitioner's case by the Committee on Appointments and the President. If the Petitioner decides to press such a claim, the Petitioner should transmit at the same time a written initial statement of the claim to the Chair of the Faculty who shall forward a copy to the Provost.

The Provost should immediately acknowledge in writing receipt of the copy, of which acknowledgment the Chair of the Faculty shall forward a copy to the Petitioner.

Without delay the Chair of the Faculty should provide the Petitioner and the Provost with a list of members of the Faculty who are eligible to serve on the Special Committee as specified in the *By-Law*. In order to protect confidentiality and the privacy of the Petitioner, it is expected that neither the Petitioner nor the Provost shall discuss the case with potential members of the Special Committee before the Committee is formed.

Within three business days after receiving the list from the Chair of the Faculty, the Petitioner and the Provost should each submit to the Chair of the Faculty a slate of five eligible members of the Faculty. The Chair of the Faculty shall without delay ascertain whether all ten members suggested are willing to serve on the Special Committee. If any refuse, the Chair of the Faculty should consult, as the case may require, with the Petitioner and/or the Provost in order to procure additional names until each party has completed a slate of five members willing to serve.

The Chair of the Faculty should immediately convey to the Provost the slate of the Petitioner and vice versa. Within three business days thereafter the Petitioner and the Provost should choose one from the other's slate and inform the Chair of the Faculty of their choices. The Chair of the Faculty having immediately informed the faculty members so chosen, shall provide them with a list of all members of the Faculty eligible to serve on the Special Committee. They should arrange for the two chosen members to meet together to choose a third member, who shall be Chair of the Special Committee. The Chair of the Faculty shall inform the third member of this selection and ascertain whether they are willing to serve. In the event of refusal, the process should be repeated until a third member is found. The Chair of the Special Committee should be

chosen not later than ten business days after the Petitioner and Provost have submitted their initial slates to the Chair of the Faculty.

## **21.4. Proceedings Before the Special Committee**

### **21.4.1. Role of the Special Committee**

The purpose of the Special Committee is to provide an independent review of the Petitioner's claim of procedural error(s) in the reappointment process, to investigate all the facts necessary for a fair and accurate consideration of the Petitioner's claim, and to advise the President of its findings.

It is the responsibility of the Special Committee to conduct such hearings as may be necessary to carry out these purposes and to insure that the parties and witness are protected against unreasonable inconvenience.

The Special Committee shall first determine whether the error claimed is procedural in nature. In the event that the alleged error(s) is found to be procedural, the Special Committee shall determine whether the alleged error(s) occurred in fact, and, if it occurred, whether the error(s) was sufficiently serious to have affected significantly the recommendations and decisions subsequent to it.

The findings of the Special Committee in these and such other matters as it may be necessary to determine shall not be subject to appeal within the college.

### **21.4.2. Role of the Chair of the Special Committee**

It is the responsibility of the Chair of the Special Committee (herein after the "Chair") to insure that the obligations of the Special Committee specified throughout this section on the Proceedings are carried out and that the procedures and schedules are adhered to.

The Chair shall obtain in advance of any session of the hearing(s) a list of the names of the witnesses which the Petitioner and the Provost wish to call, and shall notify such witnesses in writing of the nature of the testimony needed, the date of the session, and the procedures to be followed.

The Chair shall preside at the hearing(s) and meetings of the Special Committee, and shall have the authority to limit irrelevant, repetitive or otherwise objectionable questioning of witnesses.

In case of dispute between members of the Special Committee during the conduct of the hearing, the decision of the Chair shall be final.

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The Chair shall have custody of all written statements and documents presented in the course of the hearing(s), and shall be responsible for insuring that they are destroyed after the report of the Special Committee's findings has been distributed.

During the deliberations of the Special Committee the Chair shall be responsible for insuring that members of the Special Committee have available the reports of previous Special Committees to assist in the writing of the Special Committee's report for which the Chair shall assume responsibility.

### **21.4.3. Procedures**

As soon as the members of the Special Committee have been chosen, the Chair should convene the Special Committee as promptly as possible so that the first hearing may be held not later than five business days after the selection of the Chair. The Chair shall notify promptly and in writing the Petitioner and the Provost of the hearing date. The date so set for this or any other hearing in the review process may be postponed upon mutual agreement of the Provost and the Petitioner or for good cause shown.

If the Special Committee finds that the alleged error(s) is not procedural, there can be no further review and the Special Committee shall advise the President and inform the Petitioner and the Provost of its findings.

If the Special Committee finds that the alleged error(s) is (or might on further investigation prove to be) procedural, it should proceed to determine whether the alleged error(s) did in fact occur.

If the Special Committee finds that the alleged error(s) did not in fact occur, it should advise the President and inform the Petitioner and the Provost of its findings.

If the Special Committee finds that the alleged error(s) did in fact occur, it should proceed to investigate actions taken subsequent to the occurrence of the error(s) to determine whether it was of sufficient seriousness to have affected significantly reappointment recommendations and decisions.

If the Special Committee finds that the error(s) was not of sufficient seriousness to have affected significantly the outcome of the tenure review process, it should advise the President and inform the Petitioner and the Provost of its findings.

If the Special Committee finds that the error(s) was of sufficient seriousness to have affected significantly the outcome of the tenure review process, it should advise the President and inform the Petitioner and the Provost of its findings.

The Special Committee shall schedule its hearings and meetings so that it may complete its work and transmit its findings within approximately 21 business days following the date of its first hearing.

#### **21.4.4. Conduct of Hearings**

##### **General Requirements**

Both the Provost and the Petitioner shall each have the right to designate an appropriate representative from among the faculty, staff, or administration to present their cases. The Petitioner may, in addition, choose an advisor from among his or her colleagues to accompany him or her at the hearings. In no circumstances is legal counsel to be admitted to the hearings.

If any member of the Special Committee cannot for any reason continue to serve, a replacement shall be selected in the same manner in which the member was originally chosen.

The Special Committee shall facilitate the gathering of documents for the hearings.

The Special Committee shall have the authority to change, when it deems it appropriate, the order of the calling of witnesses and presentation of documents. The Petitioner and the Provost (or their representatives), however, shall have the right, within reasonable limits, to examine all witnesses who testify.

The Petitioner and the Provost (or their representatives) shall have the right to confront all witnesses. When witnesses cannot or will not appear, but the Special Committee determines that the interests of completeness require admission of their statements, the Special Committee should identify the witnesses, disclose their statements and provide a reasonable opportunity to rebut the written statements.

The Special Committee shall exercise due regard to assure that witnesses testify from personal knowledge, but may at its discretion accept testimony not based on personal knowledge and accord it such weight as the Special Committee deems justified. Since the Special Committee has no legal authority to compel the production of evidence, all witnesses shall have the right to refuse to answer questions or produce documents requiring them to divulge confidential information, or to refuse to answer questions or produce documents for any reason.

At the close of a hearing, the Provost and the Petitioner (or their representatives), shall each make closing statements, both oral and written, summarizing their respective positions. The hearing shall then be officially declared closed, and shall not be reopened for any reason.

No stenographic or tape-recorded record shall be made of the proceedings. Members of the Special Committee may take notes but these notes may not be retained as part of the permanent record of these proceedings.

The Petitioner shall bear all of his or her own expenses arising out of the proceedings. The College shall bear the expenses incurred by the Provost or the Special Committee.

#### **21.4.5. Hearings on the Nature of the Claim**

Immediately after the selection of the Chair of the Special Committee, the Chair of the Faculty shall transmit to the Chair, for the use of the Special Committee, copies of the Petitioner's initial statement and of the Provost's acknowledgment of its receipt.

Before the first session of the hearing, the Special Committee should meet to consider the Petitioner's statement, to establish a modus operandi and to schedule the sessions of the hearing.

At the first session of the hearing, the Special Committee shall call upon the Petitioner (or his or her representative) to present, both orally and in writing, a full statement of his or her case (which will have been prepared during the period in which the Special Committee was being formed). The Petitioner may call any witnesses (a list of whose names shall have been previously transmitted to the Chair of the Special Committee) and/or submit any documents that may be necessary.

The Special Committee shall ask at its discretion for such explanation and/or clarification as may be necessary to establish precisely the basis of the Petitioner's claim.

In order that an investigation of the nature of the claim may be made, the Special Committee shall direct the Provost (or his or her representative) to obtain and present such information, oral and/or documentary, as the Special Committee may deem appropriate. To this end the Special Committee should recess the hearing for a specified time. The Special Committee itself may, at its discretion, make such investigations during the recess as it deems appropriate.

When the hearing is reconvened, the Provost (or the designated representative) should make, both orally and in writing, a full statement in response to the instructions given by the Special Committee. The Provost (or the designated representative) should call any witnesses (a list of whose names shall have been previously transmitted to the Chair of the Special Committee) and/or submit any documents that may be necessary to complete this response.

After hearing any additional witnesses who may be called and following the closing statements, both oral and written by the Provost and Petitioner (or their representatives), the Special Committee shall declare the hearing closed as provided.

The Special Committee shall confer in private to determine whether the error claimed is (or might on further investigation prove to be) procedural in nature.

#### **21.4.6. The Hearing on the Validity of the Claim**

If the Special Committee determines that the claim is (or might on further investigation prove to be) one of procedural error, it shall convene a second hearing to determine whether the alleged error did in fact occur, and if so whether such error was sufficiently serious to have affected significantly the outcome of the reappointment process.

In the course of this hearing the Petitioner and the Provost (or their representatives) may make further submissions, both oral and written, and/or submit additional documents to the Special Committee.

The Petitioner and the Provost (or their representatives) may both present their own witnesses and question other witnesses. Members of the Special Committee may at any point in the presentation or questioning of witnesses ask questions of their own.

Following the presentation and questioning of the witnesses called by the Petitioner and the Provost (or their representatives), the Special Committee may call additional witnesses. The Special Committee shall initiate the questioning of such witnesses, following which they shall be subject to questions by the Petitioner and the Provost (or their representatives).

Following the presentation of the Special Committee's witnesses, the Petitioner, the Provost (or their representatives), or the Special Committee may recall any witnesses or call additional witnesses to clarify or rebut prior testimony. Witnesses so called or recalled shall be subject to questioning by the members of the Special Committee.

The Provost and the Petitioner (or their representatives) shall each make closing statements, both oral and written, and the hearing shall then be closed.

#### **21.4.7. Deliberations and Report of the Special Committee**

The Special Committee shall conduct its deliberations in private as soon as practicable following the close of the hearing(s).

The Special Committee shall reach its conclusions solely on the basis of evidence introduced at the hearing(s) and shall limit its considerations to issues of procedure in accordance with the *By-Law*. The Special Committee may consult the reports of previous Special Committees to assess how similar issues were resolved in the light of facts similar to those of the particular case under consideration.



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The Special Committee shall render its findings in the form of a written report which shall contain the following:

- The names of the Petitioner and of the members of the Special Committee.
- A statement of the Petitioner's claim.
- The dates of the commencement and conclusion of the hearing(s).
- The facts disclosed at the hearing(s) and the names of the witnesses who testified.
- The issues(s) to be resolved.
- The conclusions of the Special Committee
- The reasons for these conclusions.

The report of the Special Committee should be transmitted immediately to the President, the Petitioner, the Provost, and the Chair of the Faculty who shall retain copies for the use of the Chair of any Special Committee that may be established in subsequent years.

### **21.4.8. Disposition of the Case**

It is the responsibility of the President to consider the report of the Special Committee and to make a recommendation to the Executive Committee of the Board of Trustees which, according to the *By-Laws of the College*, may exercise the powers of the Board between full meetings of the Board. If the President has not agreed with the recommendation of a majority of the members of the Special Committee, that Committee may write a letter directly to the Executive Committee setting forth their recommendation and supporting arguments. The Executive Committee will vote to approve or reject the President's recommendation.

The President will notify the Petitioner in writing of the decision made and action taken by the Executive Committee.

If the decision of the Executive Committee is that the Petitioner shall be reconsidered for reappointment with tenure during the next academic year, there will not be an additional year added to the Petitioner's contractual term with the College.

## **22. Faculty Retirements**

Any Member of the Faculty interested in considering plans for retirement should contact the Provost.

### **22.1. Conferral of Emeritus Status**

A retired faculty member upon whom the College has conferred the designation of Professor, Associate Professor, or Senior Lecturer or a senior administrator who has served the College in capacities such as President, Provost, Treasurer, Director of Athletics, is eligible to become an Emeritus member of the College community.

### **22.2. Privileges of Emeritus Faculty**

#### **22.2.1. Conferral of Research Professorships**

Emeriti faculty members are eligible for the title of Research Professor. It is expected that any Emeritus faculty member who keeps for any amount of time a library carrel, office, and/or research laboratory in a campus building will maintain a current Research Professor status. Space in a campus building is not guaranteed to either Emeritus faculty and/or Emeritus faculty with Research Professor status. To renew or request the title of Research Professor, faculty should write to the Provost every two years, appending a research plan that details the activities of the previous two years and outlines the scholarly plans for coming two years. Upon receipt of such a research plan, the Provost, in consultation with the President, will confirm in writing the use of the title for a specified period. A retired professor is eligible for an indefinite number of renewals of the Research Professor title. Emeritus faculty with Research Professorships may access the services of the Office of Sponsored Programs, the Office of Institutional Grants, and may apply for grants under the auspices of the College.

#### **22.2.2. Katharine E. McBride Professorship**

Emeritus faculty teaching an academic course for Bryn Mawr College may do so as a Katharine E. McBride Professor. Katharine E. McBride Professors are granted the same privileges as other active faculty, including an office assignment and secretarial support during the semester in which they are teaching.

#### **22.2.3. Library and Information Technology Services (LITS)**

Emeritus faculty members retain all faculty-level library borrowing privileges (including Tri-college and Inter-Library Loan), use of library lab computers (including printing), and use of the on-campus wireless internet. In an effort to conserve paper, the Bryn Mawr College libraries send all library notices (overdue notices, recalls, fines, bills, hold pickup and cancellations, etc.)

via email to patrons' Bryn Mawr email addresses. The library enforces fines for overdue and lost books.

Emeritus faculty members are eligible for assignment of faculty carrels for Canaday and Carpenter Libraries. Emeritus faculty members seeking a carrel in Canaday Library should submit an email request to [circulation@brynmawr.edu](mailto:circulation@brynmawr.edu) and/or contact the Circulation Supervisor. Requests are filled on a first-come, first-served basis. Waiting lists are maintained.

Emeritus faculty members seeking a carrel in Carpenter Library should submit a request for carrel assignment to the Provost's Office. The Provost's Office works with the Head of Carpenter Library and Visual Resources to assign and renew carrels on a space-available basis. Waiting lists are maintained.

Emeritus faculty members retain use of Bryn Mawr College e-mail, though email accounts may be discontinued by request of the emeritus faculty member. Assistance is available for Bryn Mawr email accounts using Office 365 via the Help Desk. LITS provides no assistance with third-party email accounts.

An emeritus listserv ([emeriti@brynmawr.edu](mailto:emeriti@brynmawr.edu)) is maintained by the Provost's Office.

Help Desk assistance for personal computers and mobile devices owned by current Bryn Mawr College community members is available at no charge for issues involving connectivity to the Bryn Mawr College wireless network and Office 365. LITS provides additional services for personal computers on a fee-for-service basis. Please contact the Help Desk (610-526-7440) for details. LITS does not provide assistance for home networks or make home visits.

#### **22.2.4. Parking Privileges**

Emeritus faculty members retain faculty/staff campus parking privileges. When on campus, Emeritus faculty should park in Faculty/Staff lots and/or handicap designated spaces, as appropriate. A Bryn Mawr College parking permit is valid on the Haverford College and Swarthmore College campuses.

#### **22.2.5. Bern Schwartz Fitness and Athletic Center**

With an active OneCard, Emeritus faculty members may use the Bern Schwartz Fitness and Athletic Center. Emeriti spouses and partners may also use the Bern Schwartz Fitness and Athletic Center, free of charge. To do so, they obtain a photo identification card from the Bryn Mawr OneCard office (\$15 fee); complete the annual Fitness Center Membership Application Form; and return it to the Athletics Office during weekday, business hours.

**22.2.6. Human Resources Benefits**

Emeritus faculty can participate in a College medical plan, as long as they have insurance through the College at the time of retirement and continue to pay the monthly premium, and as long as the faculty member and all eligible dependents enroll in Medicare upon retirement or at age 65, whichever occurs later.

Emeritus faculty may participate in the College's Tuition Grant Program for dependent children upon retirement, subject to the terms of that policy. Emeritus faculty may take advantage of the College's Tuition Remission benefit, if the child is matriculated in an eligible program and school at the time of retirement and the retiree meets the service requirements.

## ***Faculty Handbook***

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- Appendix 6. Research Associates and Laboratory Research Associates

## **Appendix 1. Agreement/s on Two-College Cooperation**

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### **Agreement between Bryn Mawr and Haverford Colleges, 1977**

#### Two-college cooperation objectives

The central objective of this plan is the strengthening of the academic programs offered at Bryn Mawr and Haverford Colleges so as to provide greater diversity of intellectual pursuits while also maintaining the distinctiveness and enhancing the excellence of each college.

Increased educational diversity and enrichment can be achieved in the face of difficult fiscal realities through the sharing of educational resources. Planned cooperation will permit each college not only to broaden its programs, but also to maintain common traditional strengths based in such factors as small size, close student-faculty relationships, high academic standards for both students and faculty, and student and faculty responsibilities for self-government. In addition, it will permit each college to maintain its distinctive traditional strengths: Haverford's tradition of Quakerism in its decision-making and community affairs and its dedication to undergraduate education exclusively; Bryn Mawr's traditional role in the education of women and its commitment to both graduate and undergraduate education.

It is essential to strengthen each college's position in the competition for highly-qualified students. Both colleges face major problems in admissions because of the projected shrinkage of traditional applicant pools and increased competition from other colleges and universities. It is hoped that cooperative recruiting efforts will strengthen and enlarge the applicant pools of both colleges and will help to mitigate these admissions problems. Furthermore, the two colleges seek through this plan a stronger educational program, with the advantages of a small college and the academic resources of a much larger one, that will be more attractive to students and will make intellectual life more attractive to scholar-teachers than programs achieved by either college on its own or by merging the two into one institution. It is proposed to develop more fully the potential of the two colleges to generate a novel and exciting educational-social environment which could achieve a viable alternative to conventional coeducation. It is recognized that in the future it may become necessary, in the interests of both colleges, to change admissions policy. The cooperative plan is viewed not only as an end in itself, for the strengthening of academic programs, but, once it becomes truly functional, as a means of paving the way with a minimum of disruption to any change in admissions policy which may become necessary at either or both colleges.

#### Agreement

As part of the new institutional relationship, the two colleges agree to full consultation with each other at all appropriate faculty, student, and administrative levels before any decision is made concerning policies which will have a significant effect on the other college. Such policies will include, but not be limited to, standards and policies of admission, major curriculum changes and staffing decisions. Consultations should seek agreement and not mere notification. However,

## **Appendix 1. Agreement/s on Two-College Cooperation**

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each institution will retain the authority to make its own final decisions as neither institution seeks veto power over the decisions of the other. Each reviewing or deciding body will be required to request a statement from the appropriate body at the other college giving its advice and recommendation before any action may be taken.

### Academic plan of cooperation

The academic plan involves the development and coordination of three different types of programs.

#### *1. Non-counterpart Programs*

Each college will continue to have some majors and programs that do not exist at the other and, through joint planning, will seek an equitable balance of such programs. These majors and programs will be open equally to students of both colleges.

#### *2. New Federated Programs*

New, bi-college majors or programs when developed will be staffed with faculty of both colleges and administered by a single Chairperson elected by the joint faculty of that program (for three years). Again, these programs will be open equally to students of both colleges.

#### *3. Counterpart Programs*

Cooperation at the level of counterpart departments aims at strengthening and enriching the major at each college by broadening the range of coverage of the discipline; eliminating unnecessary duplication of effort; and increasing diversity of approach to the subject matter.

Because of differences in the nature of the subject matter in the various major-areas of study and in the current composition of counterpart departments, no single model of cooperation is likely to be appropriate for all departments. Therefore, several approaches to joint planning are presented, among which departments may choose. One approach is for counterpart departments to reduce nonessential overlap in areas of specialization of the faculties and course offerings and for each department to offer courses for major credit in areas not offered in the other department. Under this scheme, counterpart departments may choose to develop either a single major in the subject matter or two different majors. In either case, a primary outcome is that the program of the major(s) will have become broader in scope, providing greater diversity of coverage to each student majoring at each college. A second approach is to maximize the distinctiveness of two, less interactive departments. Under this scheme, diversity would be provided in the choice by the individual student between two (necessarily) narrower, but self-contained majors which contrast (by design) either in philosophy of approach to the subject matter or in the content emphasized in each major. Still a third approach is for counterpart departments with essentially self-contained majors to concentrate on increasing efficiency in the use of faculty time. As many courses as possible would be shared by the faculties of the two departments (i.e., given alternately, as opposed to simultaneously, on the two campuses or, in cases such as senior conference, parts of a single course given by Bryn Mawr faculty and parts by Haverford faculty). This would afford

## **Appendix 1. Agreement/s on Two-College Cooperation**

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individual faculty of both departments greater freedom to pursue special academic interests which could serve to enrich the majors. Other approaches or combinations of those described here, are possible, but in each instance the final design of the major(s) must be directed to meeting the goals outlined in the preceding paragraph.

These programs will be open equally to students of both colleges.

General college distribution requirements will be those of the college at which the student is matriculated. With respect to specific major requirements, departments are free to set those prerequisites they deem essential to the major and which may not be met by the general distribution requirements of the other college.

The student's major plan will be developed with an advisor from the department within which the student majors.

Students majoring at the opposite campus will have this noted on their transcripts and diplomas.

### **Guidelines for Joint Departments, February 1988**

1. A joint department will have a single Chair, which will alternate between the Colleges.
2. Appointments in joint departments will be specific to one College or the other. Appointments, re-appointment, tenure, and promotion will follow the procedures of the College to which the faculty member is appointed. Since, however, appointments are to a joint department, care should be taken that there be both full consultation within the department and significant involvement of faculty from other departments. The opinions of department members on both campuses will be treated with equal weight.
3. Reviews of joint departments will be carried out every five years in order to determine the effectiveness of the arrangements and the program, and will be undertaken by the department working together with appropriate faculty committees of both Colleges and members of the administrations.
4. In order to ensure a strong presence of the discipline in the life and work of each College, joint departments that have proven to be effective should seek as an ideal goal an even representation of tenure-line faculty at Bryn Mawr and Haverford.
5. Where possible and practical, faculty of joint departments should teach occasionally at the College other than that at which they have a faculty appointment.
6. A joint department will have a single budget to cover its joint activities (exclusive of faculty salaries), with operating expenses shared between the two campuses. The budget will be administered through the College of the Chair in any given year.



## **Appendix 1. Agreement/s on Two-College Cooperation**

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### **Guidelines for Cooperation between Counterpart Departments September 1988**

1. Counterpart departments should consult with one another as a part of the ongoing process of academic planning. They should coordinate their efforts when planning course schedules, developing new courses, proposing changes in the major, undertaking searches for new faculty members, and requesting replacements for faculty members on leave. The advantages of such joint planning include the possibility of making stronger leave replacement appointments; avoidance of unnecessary duplication in course offerings; a better guarantee of breadth of coverage and continuity in our programs from year to year. Such consultation will, in most cases, take place through Department Chairs. Counterpart departments are also encouraged to meet together at least once a year.
2. Chairs of counterpart departments may be asked to meet jointly from time to time with the academic officers of the two colleges to review the relationship between the departments.
3. Counterpart departments should seek to coordinate their programs in such a way that students can take best advantage of the full range of offerings at both colleges. Departments offering different and complementary approaches to a discipline should find ways to facilitate some student exposure to the other program, and to build appropriate components of the program into their own majors.
4. Counterpart departments should coordinate their visitors' programs, and seek to involve one another in departmental colloquia and special events.
5. Faculty members should be encouraged to offer courses on the other campus where this is feasible, in order to promote a wider range of contacts between students and faculty as well as within the two-college faculty community.
6. These arrangements should be reviewed after three years by appropriate faculty committees of both colleges and members of the administrations.

## Appendix 2. Sample Letters to Students and Alumnae/i for Review and Reappointment

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### Sample Letter to Students

<Date>

Dear <Name of Student>:

I am writing to request a letter from you giving your evaluation of the teaching effectiveness of Professor <Name of Candidate>, who is being considered for <reappointment to> / <promotion to>.

Teaching is one of the most important criteria in the review process of all faculty members. Other criteria include scholarly publication, service to the College, and service to the profession. Letters from students are invaluable in helping us understand a professor's role as teacher or mentor, and their contributions to the academic goals of the college.

Your letter will be treated as confidential and may be read by the senior members of the <Department> / <GSSWSR>, the Committee on Appointments, the Provost, and the President.

I look forward to hearing from you by <Date>. We would prefer that you submit the letter either by mail or as an attachment to an email addressed to me. Please be sure to include your name and the name of the course in the letter.

Your thoughtful participation in this important process is greatly appreciated.

Sincerely,

<Department Chair / Review Committee Chair>

### Appendix 3. Sample Letters to Students and Alumnae/i for Review and Reappointment

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#### Sample Letter to Alumnae/i

<Date>

Dear < Name of Alumnae/i>:

I am writing to request a letter from you giving your evaluation of the teaching effectiveness of Professor <Name of Candidate>, who is being considered for <reappointment to> / <promotion to>.

Teaching is one of the most important criteria in the review process of all faculty members. Other criteria include scholarly publication, service to the College, and service to the profession. Letters from alumnae/i are invaluable in helping us understand a professor's role as teacher or mentor, and their contributions to the academic goals of the college.

Your letter will be treated as confidential and may be read by the President, the Provost, and senior members of the <Department> / <GSSWSR> who are responsible for making a recommendation to the President on this matter.

I look forward to hearing from you by <Date>. We would prefer that you submit the letter either by mail or as an attachment to an email addressed to me. Please be sure to include your name in the body of the letter.

Your thoughtful participation in this important process is greatly appreciated.

Sincerely,

<Department Chair / Review Committee Chair>

## **Appendix 4. Appointment-Related Equal Opportunity Grievance Procedures for Faculty of Bryn Mawr College**

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### **The Policy of Bryn Mawr College**

Bryn Mawr College is firmly committed to a policy of equal opportunity prohibiting discrimination based on occupationally irrelevant criteria or discriminatory behavior harmful to the well-being and productivity of any member of the College Community. These grievance procedures supplement the College's statement of principles regarding Equal Opportunity, Non-Discrimination, and Discriminatory Harassment and the Policy on Sexual and Other Forms of Harassment and Discrimination, in this Handbook.

The Equal Opportunity Officer and the Equal Opportunity Advisory Committee Bryn Mawr College has an Equal Opportunity Officer who is available to all members of the community for consultation about any aspect of equal opportunity or discrimination. Faculty should feel free to consult with the Equal Opportunity Officer in confidence at any time about a grievance. The Equal Opportunity officer will suggest alternative options for resolving the grievance and will explain in detail the College's grievance procedures. The College also has an Equal Opportunity Advisory Committee which advises the President on the provision of equal opportunity in all areas of campus life.

### **The Purpose of the College's Procedures**

The objective of the procedures is to resolve any claims of discrimination quickly and equitably. A faculty member who wishes to have an appointment-related equal opportunity grievance settled by Bryn Mawr College should use the following procedures. Please note that these procedures are to be carried out within specific time periods.

## Appendix 4. Appointment-Related Equal Opportunity Grievance Procedures for Faculty of Bryn Mawr College

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### The Procedures

- Step 1

If a faculty member believes s/he has been discriminated against on the basis of race, color, religion, age (above 40), national origin, disability, or sex, including sexual harassment and sexual orientation, the faculty member shall within 15 days of the alleged discrimination discuss this grievance with his or her Department Chair, who shall try to resolve it.

- Step 2

If the grievance is not resolved at Step 1, for any reason, the faculty member (or "grievant"), should within 20 days following the alleged discrimination submit to the Department Chair and to the Equal Opportunity Officer a signed, written statement indicating the nature of the grievance, and evidence on which it is based, the solution sought and the handling of the grievance to date.

The Equal Opportunity Officer shall be available to assist the grievant in the preparation of his or her statement and to assist the Department Chair in gathering facts related to the grievance and attempting to resolve it.

- Step 3

If the Department Chair, by the end of the twentieth day following receipt of the written statement, has not resolved the grievance, the grievant, to carry the grievance forward, must, within five days, file with the Equal Opportunity Officer a written request for a hearing before an Equal Opportunity Grievance Panel.

The Equal Opportunity Officer shall, within five days, arrange for the Panel to hear the grievance and shall set a date for the hearing. The hearing must be set for a date within 20 days of the end of this ten day period.

The *ad hoc* Equal Opportunity Grievance Panel shall have three members, chosen from among the three Secretaries of the Faculty, and those faculty members holding positions on the Bryn Mawr Committee for Institutional Priorities. The grievant shall choose one panel member from among these candidates and the President shall choose another. The two panel members thus chosen shall choose the third, and these three shall choose from among themselves a Chair.

- Step 4

Promptly and in writing, the panel shall alert all parties whose testimony may be needed at the hearing as to the nature of the grievance, the date of the hearing and the procedures to be followed. Evidence shall be presented at the hearing in a fair and equitable manner, and all interested parties shall have the opportunity to be heard.

## **Appendix 4. Appointment-Related Equal Opportunity Grievance Procedures for Faculty of Bryn Mawr College**

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The *ad hoc* Panel shall be responsible for determining whether the grievance has merit. If the Panel decides that the grievance does have merit, the Panel shall identify precisely at what point discrimination took place. The panel shall deliver its decision, in writing, to the Equal Opportunity Officer within 15 days of the hearing's conclusion. The Equal Opportunity Officer shall notify the grievant in writing of the Panel's decision within 3 days of receiving it.

If the Panel decides that there was no discrimination, the grievant shall be so notified and there will be no further consideration of the grievance.

- **Step 5**

If the Panel decides, at Step 4, that the grievance does have merit, the Panel shall recommend to the President that corrective action be taken. It may, at its discretion, also suggest what form this action might take. The panel shall present its decision and any recommendations in writing to the President and Equal Opportunity Officer within 15 days of the hearings conclusion. The Equal Opportunity Officer immediately shall notify the grievant of the same in writing.

### NOTE

Vacation and weekend days shall not be included in the number of days allowed for any step in the Procedure.

Extension of all time limits set forth above may be granted to any party involved in the resolution of the grievance in special circumstances at the discretion of the Equal Opportunity Officer. The time limits provided for the filing of charges of discrimination under local, state or federal law are not affected by the Procedures set forth above.

The right to initiate the grievance procedures is available only to current faculty members. A faculty member whose contract has not been renewed and who wishes to file an E.O. complaint shall do so prior to the termination date of his or her contract, provided that this limitation shall not deprive a faculty member of the fifteen days allowed for the initiation of procedures in Step 1.

The Equal Opportunity Officer can provide information concerning local, state, and federal agencies which have jurisdiction over discrimination complaints.

## **Alcohol and Drug Prevention Program**

### **Alcohol Policy**

The Alcohol Policy is designed to achieve the following goals:

- to remind employees of the laws of the Commonwealth of Pennsylvania and the College's employment policies, all of which govern their behavior with respect to alcohol;
- to stress moderation, safety and individual accountability for those who choose to drink;
- to maintain a College social atmosphere that is free of coercion for those who choose not to drink and a climate in which alcohol is not the focus of parties or other social events;
- to maintain a College community in which alcohol abuse and its effects are minimal;
- to provide confidential and effective guidance for those with specific needs related to alcohol use and alcoholism; and
- to provide information and education about the effects of alcohol for all employees.

All members of the College community are expected to be familiar with and abide by the principles of the Alcohol Policy.

It is the duty of all employees to conduct themselves in a manner consistent with this Policy and the College's other employment policies. With regard to the consumption of alcohol, employees are responsible for their own well-being. Behavior that puts employees at mental, physical and/or legal risk cannot be condoned.

### **Alcohol Effects**

Alcohol consumption causes a number of marked changes in behavior. Even low doses significantly impair the judgment and coordination required to drive a car safely, increasing the likelihood that the driver will be involved in an accident. Low to moderate doses of alcohol also increase the incidence of a variety of aggressive acts, including spouse and child abuse. Moderate to high doses of alcohol cause marked impairments in higher mental functions, severely altering a person's ability to learn and remember information. Very high doses cause respiratory depression and death. If combined with other depressants of the central nervous system, much lower doses of alcohol will produce the effects just described.

Repeated use of alcohol can lead to dependence. Sudden cessation of alcohol intake is likely to produce withdrawal symptoms, including severe anxiety, tremors, hallucinations and convulsions. Alcohol withdrawal can be life-threatening. Long-term consumption of large quantities of alcohol, particularly when combined with poor nutrition, can also lead to permanent damage to vital organs such as the brain and the liver.

## **Appendix 5. Alcohol and Drug Prevention Program**

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Mothers who drink alcohol during pregnancy may give birth to infants with fetal alcohol syndrome. These infants have irreversible physical abnormalities and mental retardation. In addition, research indicates that children of alcoholic parents are at greater risk than other youngsters of becoming alcoholics.

When community members lose their ability to reason and control their actions due to excessive alcohol consumption, it is threatening to them, to those around them, and ultimately to the community as a whole. Employees are urged to accept responsibility for preventing themselves from ever reaching that point.

Inebriation shall not be seen as an acceptable or justifiable excuse for disruptive behavior and suspected inebriation will be referred to Human Resources or, in the case of faculty members, the Provost.

When an individual's behavior allegedly violates this Policy and/or the College's other employment policies, that individual will be referred to Human Resources or, in the case of faculty members, the Provost.

If there is a threat to the lives or safety of individuals or of damage to College or private property resulting from inebriation or a violation of the Alcohol Policy, immediate action will be taken by the College, up to and including, but not limited to, termination of employment.

In some cases, Human Resources will consult counselors who have expertise in alcohol abuse and alcoholism if such expertise is deemed relevant. Such consultation will take place only with the knowledge of the employee involved.

Faculty and staff members who entertain others should be aware of the responsibilities and risks to the Colleges and to themselves as individual social hosts under the laws of the Commonwealth.

### **Services and Referrals**

Bryn Mawr College provides services and referral for individuals who need help with an alcohol related problem. For confidential assistance, contact:

- Employee Assistance Program, Aetna Resources for Living, 1-800-865-3200;
- Alcoholics Anonymous Information Center, 311 South Juniper Street, Philadelphia, PA 19107, 215-545-4023;
- Apex Wellness, 888-306-4292.



## **Appendix 5. Alcohol and Drug Prevention Program**

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### **The Drug Policy**

The drug policy is designed to achieve the following goals:

- to remind employees that the College's employment policies, the federal laws and the laws of the Commonwealth of Pennsylvania do apply to their behavior with respect to the use of drugs;
- to stress individual accountability for those who choose to use illegal drugs;
- to maintain a College community where the harmful effects of drug use can be minimized;
- to inform the members of the College community of the availability of confidential and effective guidance and resources for those with questions and concerns related to drug use, dependence and abuse; and
- to encourage all members of the College community to become familiar with the physiological, psychological and legal aspects of drug use, dependence and abuse.

All members of the College community are expected to be familiar with and abide by the principles of the drug policy. This policy stresses prevention and concern; it charges the community with the responsibility for drug education and heightened awareness of campus resources for dealing with drug problems. It also asks us to consider the relationship between the individual and the community, and the question of responsibility to one's peers. In summary, we have a responsibility not to withdraw from the community by abusing drugs.

1. The illegal possession, use, sale or distribution of drugs is in violation of the law, and the College will not protect employees from prosecution under federal, state or local law.
2. The College as an educational institution, being concerned about the harmful effects of the illegal use, possession, sale or distribution of drugs on the individual, and on the integrity, safety and security of this academic community, does not condone the illegal use, possession, sale or distribution of drugs. The administration of Bryn Mawr College reserves the right to act when it has reason to believe that involvement with drugs is having an adverse effect upon the work performance of employees or adversely affects or legally implicates others in the academic community. College action may take such forms as education, mandatory referral to the Employee Assistance Program, or suspension or termination of employment, depending on the situation.

### **Procedures**

The following guidelines are not meant to cover all situations. They are intended, instead, to remind employees of the variety of resources available and to reassure them about the consequences of seeking help.

## **Appendix 5. Alcohol and Drug Prevention Program**

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When an employee is concerned about another employee's drug use and its self-destructive potential, he or she should express his or her concern and, if appropriate, encourage that employee to seek confidential help from Human Resources, the College's Employee Assistance Program, or from a professional off campus. An employee with questions about how best to assist another employee may seek guidance from the Chief Administrative Officer, the Director of Human Resources, or the Workplace Advisor, or, in the case of faculty members, the Provost. Advice may be sought without revealing the identity of the employee needing help, if that seems best.

If an employee's behavior as a result of drug use has disturbed or harmed other individuals or the community in a more general sense, the behavior itself should be brought to the attention of the Chief Administrative Officer, the Director of Human Resources, or the Workplace Advisor, or, in the case of faculty members, the Provost. If mediation is necessary, the Workplace Advisor may be consulted. The drug use that may have caused the behavior should not be viewed as an excuse, but as a second problem for which the individual may be encouraged to seek help from a professional counselor.

If an individual's involvement with drugs is such that it, or behavior associated with it, is violent or life-threatening, or if that involvement, such as in the case of the sale or distribution of drugs, may not present immediate danger to life but may have legal implications which are administrative concerns, it should be brought to the attention of the Chief Administrative Officer or the Director of Human Resources, or, in the case of faculty members, the Provost, without delay by any member of the community who becomes aware of the situation.

### **Policy on Drug-Free Schools**

The unlawful possession, use or distribution of illicit drugs and alcohol poses a threat to the health and safety of all members of the Bryn Mawr College community and is not permitted.

The sanctions for the unlawful possession, use or distribution of illicit drugs and alcohol are defined in the Pennsylvania Controlled Substance, Drug, Device and Cosmetic Act (35 P.S. Sections 780-101 to 780-144); Controlled Substances Forfeiture (42 Pa.C.S. Sections 6801-6802); the Pennsylvania Crimes Code (18 Pa. C.S. 6307-6314); the Pennsylvania Motor Vehicle Code (75 Pa. C.S. 1546-1547; 3715, 3731); and the Lower Merion Township Code (Article IV, Section 111-4). These statutes are on file at the reference desk in Canaday Library. A summary of federal law and relevant sanctions is also on file.

The College's policies on disciplinary sanctions for students are stated in the Student Handbook. Policies on sanctions for faculty and staff are stated in this Handbook, as well as in other handbooks appropriate to them.

## **Appendix 5. Alcohol and Drug Prevention Program**

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This policy is instituted effective immediately, to comply with the Drug Free Schools and Communities Act of 1989 (P.L. #101-226). No institution will receive federal financial assistance of any kind after October 1, 1990, unless it has certified that it has “adopted and implemented a program to prevent the unlawful possession, use, or distribution of illicit drugs and alcohol by students and employees.”

The College will conduct a biennial review of its program to determine its effectiveness, implement needed changes, and ensure that it is consistently enforced.

### **Policy on a Drug-Free Workplace**

The College, as an employer, and employees of the College have obligations under the Drug-Free Workplace Act of 1988 (41 U.S.C. Section 701). The College’s statement of compliance is reproduced here.

The use of illegal drugs poses a threat to the health and safety of members of the Bryn Mawr College community. Therefore, the illegal use, possession, dispensation, distribution or manufacture of controlled substances (as defined in federal statutes) by any faculty, staff or student employees in the workplace is not permitted.

As a condition of College employment, every employee shall abide by the terms of this policy, and he or she shall notify his or her supervisor of any criminal conviction for a violation occurring in the College workplace no later than five days after such conviction.

Any employee found in violation of these prohibitions and regulations may be required to participate in a drug-abuse assistance or rehabilitation program and shall be subject to disciplinary action, which action might include dismissal. Information regarding such assistance or rehabilitation is available through Human Resources and/or the Employee Assistance Program. All of the insurance programs offered to staff, faculty and students through the College provide some form of support to persons in various forms of treatment for substance-abuse problems.

This policy is instituted, effective immediately, to comply with federal laws and regulations. Federal agencies cannot legally award any contract over \$25,000 or any grant monies without certification that the College has implemented a drug-free workplace program.

The College also complies with the Drug-Free Schools and Communities Act of 1989 (P.L. #101-226). Information on federal and state law imposing sanctions for unlawful possession, use or distribution of illicit drugs and alcohol is available at the reference desk of Canaday Library and in Human Resources.

## **Appendix 5. Alcohol and Drug Prevention Program**

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Information on counseling, treatment and rehabilitation programs is contained in the College's drug and alcohol policies.

This Handbook's statements on policies and procedures relating to alcohol and controlled substances form part of the College's compliance with the Drug-Free Schools and Communities Act.

## Appendix 5. Alcohol and Drug Prevention Program

### Health Risks Associated with the use of Illicit Drugs

Drugs	Physical Dependence	Psychological Dependence	Possible Effects	Effects of Overdose	Withdrawal Syndrome
<b>Narcotics</b>					
Heroin	High	High	Euphoria	Slow and shallow breathing Clammy skin Convulsions Coma Possible death	Yawning
Morphine	High	High	Drowsiness		Loss of appetite
Codeine	Moderate	Moderate	Respiratory depression		Irritability
Hydrocodone	High	High	Constricted pupils		Tremors Panic Cramps
Hydromorphone	High	High	Nausea		Nausea
Oxycodone	High	High			Runny Nose
Methadone, LAAM	High	High			Chills and sweating
Fentanyl and Analogs	High	High			Watery eyes
Other Narcotics	High-Low	High-Low			
<b>Depressants</b>					
Chloral Hydrate	Moderate	Moderate	Slurred Speech	Shallow respiration Clammy skin Dilated pupils Weak and rapid pulse Coma Possible death	Anxiety
Barbiturates	High-Moderate	High-Moderate	Disorientation		Insomnia
Benzodiazepines	Low	Low	Drunken behavior without the odor of alcohol		Tremors
Glutethimide	High	Moderate			Delirium
Other Depressants	Moderate	Moderate			Convulsions Possible death
<b>Stimulants</b>					
Cocaine	Possible	High	Increased alertness	Agitation Increased body temperature Hallucinations Convulsions Possible death	Apathy
Amphetamine/Methamphetamine	Possible	High	Euphoria		Long periods of sleep
Methylphenidate	Possible	High	Increased pulse rate and blood pressure		Irritability Depression
Other Stimulants	Possible	High	Excitation Insomnia Loss of appetite		Disorientation
<b>Cannabis</b>					
Marijuana	Unknown	Moderate	Euphoria	Fatigue Paranoia Possible psychosis	Occasional reports of insomnia
Tetrahydrocannabinol	Unknown	Moderate	Relaxed inhibitions		Hyperactivity
Hashish and hashish oil	Unknown	Moderate	Excitation Increased appetite Disorientation		Decreased appetite
<b>Hallucinogens</b>					
LSD	None	Unknown	Illusions and hallucinations	Longer, more intense "trip" episodes Psychosis Possible death	Unknown
Mescaline and Peyote	None	Unknown	Altered perception of time and distance		
Amphetamine Variants	Unknown	Unknown			
Phencyclidine and Analogs	Unknown	High			
Other Hallucinogens	None	Unknown			

**Appendix 5. Alcohol and Drug Prevention Program**

**Summary of Pennsylvania Statutes Relating to Unlawful Sale, Possession, Use, Manufacture or Distribution of Illicit Drugs or Alcohol**

<b>Statute</b>	<b>Offense</b>	<b>Possible Sanctions</b>
18 Pa. CS 6307	Misrepresentation of age to secure alcohol	\$500 and suspension of operating privileges
18 Pa. CS 6308	Purchase, consumption, possession or transportation of alcohol by a person under 21 years of age	\$500 and suspension of operating privileges
18 Pa. CS 6309	Representing that a minor (under 21) is of age	\$300
18 Pa. CS 6310	Inducement of minors (under 21) to buy alcohol	\$300
18 Pa. CS 6310.1	Selling or furnishing alcohol to a minor (under 21)	\$1,000-2,500
18 Pa. CS 6310.2	Manufacture or sale of false ID card	\$1,000-2,500
18 Pa. CS 6310.3	Possession, carrying or use of false ID card	\$500 and suspension of operating privileges (or ineligibility to obtain a license)
18 Pa. CS 6310.4	Violation of 6307, 6308 or 6310.3	Suspension of operating privileges (or ineligibility to obtain a license)
18 Pa. CS 6314	Trafficking drugs to minors (under 18)	Fines from \$5,000-50,000; imprisonment for a minimum of one year, depending on offense
35 PS 780-101 et seq.	Illicit manufacture, sale, delivery, possession of controlled substances	Fines from \$5,000-250,000; imprisonment from 1 to 15 years, depending on offense
42 Pa. CS 6801-2	Illicit manufacture, sale, delivery, possession of controlled substances	Loss of property rights to Commonwealth of all controlled substances, paraphernalia, raw materials, conveyances, money, negotiable instruments and real property acquired in violation of the Controlled Substance, Drug, Device and Cosmetic Act
42 PS 4-491	Possession, sale or transportation of liquor within Pennsylvania unless purchased from a State Store in accordance with Liquor Control Board Regulations	Fines of varying amount
75 Pa. CS 3715	Consumption of alcohol or drugs while driving	Summary offense fine
75 Pa. CS 3731	Driving under the influence of drugs or alcohol	\$300-5,000 and imprisonment from 48 hours to 1 year; suspension or revocation of operating privileges
63 PS 390-8	Procuring drugs by fraud, forgery, alteration of Rx, etc.	Imprisonment for 3 years, \$5,000 fine, or both

Pennsylvania law imposes “social host” liability on persons who furnish alcohol to individuals under 21 years of age. The Pennsylvania Crimes Code defines “furnish” as “to supply, give, or provide to, or allow a minor to possess on the premises or property owned or controlled by the person charged.”

**Appendix 5. Alcohol and Drug Prevention Program**

**Federal Penalties and Sanctions for Illegal Trafficking and Possession of a Controlled Substance**

Controlled Substances Act Schedule*	Drug	Quantity	1st Offense	2nd Offense
I and II	Others (law does not include marijuana, hashish, or hash oil)	Any	Not more than 20 years If death or serious injury, not less than 20 years, not more than life Fine \$1 million individual, \$5 million not individual	Not more than 30 years If death or serious injury, life Fine \$2 million individual, \$10 million not individual
III	All (included in Schedule III are anabolic steroids, codeine and hydrocodone with aspirin or Tylenol® and some barbiturates)	Any	Not more than 5 years Fine not more than \$250,000 individual, \$1 million not individual	Not more than 10 years Fine not more than \$500,000 individual, \$2 million not individual
IV	All (included in Schedule IV are Darvon®, Talwin®, Equanil®, Valium®, and Xanax®)	Any	Not more than 3 years Fine not more than \$250,000 individual, \$1 million not individual	Not more than 6 years Fine not more than \$500,000 individual, \$2 million not individual
V	All (over-the-counter cough medicines with codeine are classified in Schedule V)	Any	Not more than 1 year Fine not more than \$100,000 individual, \$250,000 not individual	Not more than 2 years Fine not more than \$200,000 individual, \$500,000 not individual

Controlled Substances Act Schedule	1st Offense	2nd Offense	Quantity	Drug	Quantity	1st Offense	2nd Offense
I and II	Not less than 5 years. Not more than 40 years.  If death or serious injury, not less than 20 years or more than life  Fine of not more than \$2 million individual, \$5 million other than individual	Not less than 10 years. Not more than life  If death or serious injury, not less than life  Fine of not more than \$4 million individual, \$10 million other than individual	10-99g pure or 100-999g mixture	Methamphetamine	100g or more pure or 1kg or more mixture	Not less than 10 years. Not more than life  If death or serious injury, not less than 20 years or more than life  Fine of not more than \$4 million individual, \$10 million other than individual	Not less than 20 years. Not more than life  If death or serious injury, not less than life  Fine of not more than \$8 million individual, \$20 million other than individual
			100-999g mixture	Heroin	100-999g mixture		
			500-4,999g mixture	Cocaine	5 kg or more mixture		
			5-49g mixture	Cocaine Base	50g or more mixture		
			10-99g pure or 100-999g mixture	PCP	100g or more pure or 1kg or more mixture		
			1-9g mixture	LSD	10g or more mixture		
			40-399g mixture	Fentanyl	400g or more mixture		
10-99g mixture	Fentanyl Analogue	100g or more mixture					

\*The Controlled Substances Act (1970) places all substances regulated under federal law into one of five schedules based on the substance's medical use, potential for abuse, and safety or dependence liability.

**Appendix 5. Alcohol and Drug Prevention Program**

**Federal Penalties and Sanctions for Illegal Trafficking  
and Possession of a Controlled Substance**

<b>Description</b>	<b>Quantity</b>	<b>1st Offense</b>	<b>2nd Offense</b>
Marijuana	1,000 kg or more mixture; 1,000 or more plants	Not less than 10 years, not more than life  If death or serious injury, not less than 20 years, not more than life  Fine not more than \$4 million individual, \$10 million other than individual	Not less than 20 years, not more than life  If death or serious injury, not more than life  Fine not more than \$8 million individual, \$20 million other than individual
Marijuana	100 kg to 999 kg mixture; or 100-999 plants	Not less than 5 years, not more than 40 years  If death or serious injury, not less than 20 years, not more than life  Fine not more than \$2 million individual, \$5 million other than individual	Not less than 10 years, not more than life  If death or serious injury, not more than life  Fine not more than \$4 million individual, \$10 million other than individual
Marijuana	50 to 99 kg mixture; or 50 to 99 plants	Not more than 20 years  If death or serious injury, not less than 20 years, not more than life  Fine \$1 million individual, \$5 million other than individual	Not more than 30 years  If death or serious injury, not more than life  Fine \$2 million individual, \$10 million other than individual
Marijuana	Less than 50 kg mixture	Not more than 5 years	Not more than 10 years
Hashish	10 kg or more	Fine not more than \$250,000 individual, \$1 million other than individual	Fine \$500,000 individual, \$2 million other than individual
Hashish Oil	1 kg or more		



## **Appendix 5. Alcohol and Drug Prevention Program**

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### **Federal Penalties and Sanctions for Illegal Possession of a Controlled Substance**

#### **21 U.S.C. 844(a)**

1st conviction: Up to 1 year imprisonment and fined at least \$1,000 but not more than \$100,000 or both.

After 1 prior drug conviction: At least 15 days in prison, not to exceed 2 years and fined at least \$2,500 but not more than \$250,000 or both.

After 2 or more prior drug convictions: At least 90 days in prison, not to exceed 3 years and fined at least \$5,000 but not more than \$250,000, or both.

Special sentencing provision for possession of crack cocaine: Mandatory at least 5 years in prison, not to exceed 20 years and fined up to \$250,000, or both, if:

- (a) 1st conviction and the amount of crack possessed exceeds 5 grams,
- (b) 2nd crack conviction and the amount of crack possessed exceeds 3 grams,
- (c) 3rd or subsequent crack conviction and the amount of crack possessed exceeds 1 gram.

#### **21 U.S.C. 853(a)(2) and 881(a)(7)**

Forfeiture of personal and real property used to possess or to facilitate possession of a controlled substance if that offense is punishable by more than 1 year imprisonment. (See special sentencing provisions re: crack)

#### **21 U.S.C. 881(a)(4)**

Forfeiture of vehicles, boats, aircraft or any other conveyance used to transport or conceal a controlled substance.

#### **21 U.S.C. 844a**

Civil fine of up to \$10,000 (pending adoption of final regulations).

#### **21 U.S.C. 853a**

Denial of Federal benefits, such as student loans, grants, contracts and professional and commercial licenses, up to 1 year for first offense, up to 5 years for second and subsequent offenses.

#### **18 U.S.C. 922(g)**

Ineligible to receive or purchase a firearm.

#### **Miscellaneous**

Revocation of certain Federal licenses and benefits, e.g., pilot licenses, public housing tenancy, etc., are vested within the authorities of individual Federal agencies.

Note: These are only Federal penalties and sanctions. Additional State penalties and sanctions may apply.

## **Appendix 6. Research Associates and Laboratory Research Associates**

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### **Research Associates and Laboratory Research Associates**

#### **Introduction**

Research Associates (RA) and Laboratory Research Associates (LRA) are non-employee affiliates of the College. The College sponsors two types of affiliations, Research Associates and Laboratory Research Associates.

If approved by the Provost's Office, the affiliate is granted certain campus privileges, such as use of the Bryn Mawr College libraries, on-campus parking, and limited Bryn Mawr computing access.

LAs and LRAs enter into a contract with the College and must comply with the College's guidelines, policies, and "Principles of the Bryn Mawr College Workplace."

RAs and LRAs have a unique status in the College academic environment. As neither students nor employees, RAs and LRA may fall outside the academic and administrative structure with regard to supervision, insurance coverage, training, and records.

To the extent that LRAs work in laboratories or other facilities, which present special hazards, their status presents special liabilities and concerns related to injury, property damage, regulatory compliance, accountability, and work with students and staff.

This policy was created as a framework for affiliating persons as RAs and LRAs with Bryn Mawr College.

#### **Definition, Application and Scope**

RAs are defined as persons engaged in academic work at the College who are neither employees (staff, faculty, students or others receiving salary under a College-administered grant) nor matriculated students of the College.

LRAs are defined as persons engaged in academic work at the College who:

- are neither employees (staff, faculty, students or others receiving salary under a College-administered grant) nor matriculated students of the College, and,
- are engaged in laboratory operations, shop activities, field investigations, or other activities deemed to present potential exposures to hazards in excess of those ordinarily encountered in library, classroom or office environments.

#### Examples include:

- Visiting professors who are actively employed or affiliated with other institutions and afforded access to facilities here. Their work may include any combination of independent

## **Appendix 6. Research Associates and Laboratory Research Associates**

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- research activities, assisting/collaborating with students, and instruction. Their activities at the College may or may not be officially recognized as part of the work for which they are paid by the institutions that employ them. This category would include faculty working here under a joint major/degree program established between the College and other institution(s).
- Visiting professors here on sabbatical from other institutions.
- Persons engaged in independent research who are not affiliated with another institution, including former employees or students who work here as guests on an informal basis.
- Persons employed in the private sector who work with faculty or who use space here under a lease agreement.
- Persons contracted by academic departments to perform services (which, for LRAs, involve their presence in laboratories).

There are exemptions:

- Authorized visitors, working under the direct supervision of a faculty member, engaged in a defined activity for a brief period of time (not to exceed one week). This includes students from the TRI-CO, coming to use equipment for purposes outside the scope of a Bryn Mawr course in which they are enrolled.
- Persons or firms working under Facilities/Purchasing contracts to perform such tasks as installation, repair or maintenance of instruments, equipment, and facilities.

### **Campus Privileges**

RAs and LRAs receive the following campus privileges:

- Bryn Mawr College and Tri-College Library borrowing privileges
- Access to Bryn Mawr College Computing Services
- Bryn Mawr College campus parking pass
- A listing in the College's campus directories.

RAs/LRAs may be affiliated with a faculty member's laboratory, but should not be assigned dedicated office space.

RAs/LRAs do not receive computers through the College's cascade.

### **Requirements:**

#### **1. Nomination and Authorization**

Each prospective RA/LRA must be nominated by a member of faculty, approved by the Department Chair, Program or Center Director, and authorized by the Associate Provost.

## **Appendix 6. Research Associates and Laboratory Research Associates**

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The Provost confers the affiliation in an appointment letter, which identifies:

- the specific privileges extended,
- the term of the agreement,
- the requirements for supervision and training, and for indemnification,
- any campus privileges, such as an email address and library borrowing privileges.

The prospective RA/LRA must countersign the appointment letter and return it to the Provost's office.

The Provost's authorization may be revoked for any reason, solely at the discretion of the Provost.

### **2. Departmental and Faculty Supervision**

A reporting relationship to a faculty member in the nominating department must be established. The designated faculty member/supervisor will conduct regular reviews of activities. This supervisor will also coordinate the RA/LRA use of departmental space/resources with students, fellow faculty members, and other departments, such as Housekeeping and Facilities Services, who require access to the RA/LRA's space and equipment.

For LRAs, the designated faculty member will conduct regular reviews of activities, equipment set-ups, and process flows, with emphasis on safety, health and environmental aspects of the work.

### **3. Establishment of Records**

For each RA/LRA authorized by the Provost, a confidential file shall be established. The file shall include:

- Personal identifiers, such as home address and phone number(s), and emergency contacts,
- Copies of any agreements, waivers, indemnifications, leases, etc. established with affiliated institutions or employers,
- Proof of health insurance.

Each RA/LRA must complete a Non-Employee Information sheet with Human Resources.

### **4. International Scholars**

International scholars being sponsored by Bryn Mawr College as RA/LRAs must process all immigration paperwork through the Office of International Programs. RA/LRAs are non-employees. Therefore, the College does not pay any immigration-related expenses.

## **Appendix 6. Research Associates and Laboratory Research Associates**

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### **5. Indemnification / Hold Harmless Agreement**

RA/LRAs are required to enter into an indemnification/hold harmless agreement. The terms of the agreement may vary with the circumstances of each RA/LRA's affiliation with other employers or institutions.

### **6. Proof of Insurance**

All RA/LRAs are required to provide proof of health insurance.

### **7. Safety Training and Coordination (LRAs)**

LRAs must contact the Environmental Health and Safety Office (Safety Office) within a week of their arrival on campus to schedule a meeting to review the College's emergency response systems and each LRAs processes, materials, and waste disposal procedures.

LRAs operations, work areas, and storage areas will also be subject to inspections by the Safety Office. Compliance with College safety rules and applicable regulations is required; failure to comply may result in termination of the Provost's authorization agreement.

Upon completion of activities at the College, each LRA must arrange a close-out meeting with the Safety Office to identify and account for any materials left behind.

Each LRA is required to attend all safety training programs as identified by the Department Chair or Safety Office.