

Brandeis University  
**FACULTY HANDBOOK**

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## **I. GENERAL**

The Board of Trustees is the legal corporation of the University, in whom ultimate authority and responsibility for the University is vested under the Charter granted by the Commonwealth of Massachusetts. The Board has delegated to the President responsibility for formulating academic and administrative policy within guidelines established by the Board. The Board and the President have jointly delegated to the Faculty responsibility for all academic policies and practices, a responsibility codified in the Faculty Handbook, a document constructed and maintained by the Faculty and approved by the President and the Board.

## **II. THE PRESIDENT**

The President appoints the principal officers of academic administration in accordance with the procedures described in this Handbook.

## **III. THE FACULTY**

### **A. Functions**

Faculty carry out the educational and research missions of the university. Faculty functions include teaching, advising, scholarship, research and creative work, as well as service to the university. Faculty participate in university governance through legislative and other acts of the Faculty Meeting, the Faculty Senate, faculty committees, academic departments and other academic units.

### **B. Membership**

Members of the faculty may hold appointments within the tenure structure or outside the tenure structure. Appointments outside the tenure structure are made to fulfill the special teaching and research needs of the graduate professional schools and graduate professional programs, and to augment the teaching and research activities of the Arts and Sciences faculty in the tenure structure. Faculty consist of those holding the following ranks:

#### **1. Ranks within the Tenure Structure**

##### **a. full-time appointments**

- i. Instructor
- ii. Assistant Professor
- iii. Associate Professor
- iv. Professor
- v. University Professor
- vi. University Librarian

##### **b. part-time appointments**

- i. Part-time appointments within the tenure structure may be authorized by the Provost.
- ii. Such appointments are made in accordance with the standards and procedures established by this Handbook for full-time appointments.
- iii. Full-time faculty may reduce their appointment to part-time status on the basis of a written agreement with the Provost.

## **2. Ranks outside the Tenure Structure**

### **a. lecturer, senior lecturer**

i. A Lecturer or Senior Lecturer may be appointed for a fixed term not to exceed five years for either full-time or part-time service.

ii. Appointments as Lecturer or Senior Lecturer may be renewed.

### **b. visiting faculty**

A Visiting Faculty member may be appointed for a specified period of time not to exceed two years for full-time or part-time service at a rank commensurate with previous experience.

### **c. in-residence status**

i. A person possessing special qualifications or professional experience (e.g., Scholar, Artist, Writer, Diplomat) may be given an in-residence appointment with a title reflecting his or her special qualifications.

ii. Such appointments should not exceed five years in length.

### **d. associate professor of the practice, professor of the practice**

i. Where there is educational need, a practitioner-educator may be awarded the rank of Associate Professor of the Practice or Professor of the Practice.

### **e. adjunct appointment**

i. A person whose primary employment is outside the university may be appointed to an adjunct position at a rank commensurate with the person's professional experience.

ii. Adjunct appointments are made for a specified term on a part-time basis.

### **f. assistant research professor, associate research professor or research professor**

i. Individuals whose primary responsibility is the conduct of externally funded research and publication may be appointed Assistant Research Professor, Associate Research Professor, or Research Professor.

ii. The responsibilities of faculty holding research appointments with respect to university and departmental service will be determined by the appropriate Academic Dean, in consultation with the Provost and the relevant departments, and defined in a written agreement with the faculty member.

### **g. assistant professor, associate professor, or professor outside the tenure structure**

i. In exceptional circumstances, individuals may be appointed by the Provost to the rank of Assistant Professor, Associate Professor, or Professor outside the tenure structure.

### **h. appointments, reappointments, and promotions outside the tenure structure**

Appointments, reappointments, and promotions outside the tenure structure are made in accordance with the provisions of this Handbook (see section V.A.5. and V.A.6, below).

### **j. emeritus/a status**

Upon retirement, a member of the faculty may be designated Emeritus/a at the rank held at retirement upon recommendation of the Provost.

k. The term "professor" is reserved for faculty appointments.

## **C. Rights and Responsibilities**

### **1. Rights**

The rights of individual faculty members include, but are not necessarily limited to

#### **a. academic freedom**

The university affirms and protects the full freedom of scholarly and intellectual inquiry and expression of all faculty in the fulfillment of their university responsibilities, including

teaching, advising, discussion, research, publication, and creative work, as well as other scholarly activities. When a member of the faculty speaks or writes in public, other than as a representative of the university, he or she is free from institutional restraints.

**b. participation**

Faculty have the right to participate in the determination of their teaching, administrative, and other university assignments and responsibilities, as well as in the evaluation of their own performance. Faculty participate in the formulation or reformulation of university rules and regulations that apply to faculty, but are not part of this Handbook, according to procedures established by the university in consultation with the Faculty Senate. Final authority over these matters rests with the appropriate Academic Deans and the Provost, as described in this Handbook.

**c. fair and equitable treatment**

Faculty have the right to fair and equitable treatment in the application of university policies and decisions, including recognition that the proportions of time and energy devoted to teaching, advising, research, administration, and other responsibilities may vary from individual to individual, and for the same individual over time.

**2. Responsibilities**

The responsibilities of individual faculty members include, but are not necessarily limited to

**a. teaching**

i. Teaching is a fundamental faculty responsibility. It may entail conducting regular courses, directing independent study, advising dissertations, as well as supervising postgraduate and postdoctoral research.

ii. Faculty are expected to acquire and to maintain command of their subject.

iii. The teaching preferences of individual faculty may be balanced by the needs of departments, programs, and the university in the determination of teaching assignments. Because the university is committed to offering students a diverse and substantial array of courses, and must ensure that coursework necessary to fulfill major, program, and degree requirements is available to students, faculty may be required to develop new courses, or to teach existing courses in order to meet these needs.

**b. conduct of courses**

i. Faculty are responsible for promoting integrity in all academic endeavors and for creating and maintaining an atmosphere of mutual respect in the classroom.

ii. Classes are held at the time and place designated by the Registrar upon recommendation of the department chair. Classes are not scheduled so as to conflict with regularly scheduled Faculty Meetings. Faculty are expected to attend scheduled meetings of their classes, except when prevented from doing so by unavoidable circumstances or by absences planned in accordance with university policies and procedures.

iii. At the beginning of each course, the faculty member will distribute a syllabus indicating the content of and requirements for that course, as well as the criteria of evaluation. Each student in a course will be afforded the same opportunities, held to the same requirements, and evaluated according to the same criteria, except as required by university policies on the accommodation of students with disabilities or in the case of graduate and undergraduate students enrolled in the same course.

iv. Faculty are responsible for instruction in their courses; for the evaluation and grading of all work submitted in their courses and for final course grades; for ensuring that student work

is returned in a timely fashion; and for the submission of grades in accordance with university deadlines. Faculty are expected to observe university rules and regulations concerning copyright and intellectual property with respect to the compilation of course materials.

v. Faculty will be available to their students on a regular basis.

vi. Faculty who must cancel classes or office hours due to unavoidable circumstances are expected to inform the department and, in consultation with the chair, make appropriate arrangements for make-up classes. In the case of planned absences for professional or other reasons faculty are expected, in consultation with the chair, to follow established university approval procedures.

**c. advising**

i. The academic advising of students is a significant faculty responsibility. Faculty may be assigned to advise first year students, undergraduate concentrators, or graduate students, as appropriate.

ii. Advising assignments are determined by the department or by an Academic Dean.

iii. Faculty will establish and post regular office hours for consultation with their advisees and other students.

**d. research, publication, and creative work**

i. Faculty are expected to engage in scholarly and/or creative activity as demonstrated by a sustained record of published and ongoing research, creative work, or other accomplishments, appropriate to the nature of their appointment.

ii. The conduct of research must conform to university policies on human subjects, animal care, misconduct, copyright, conflict of interest and other applicable policies.

**e. university service**

i. Faculty responsibilities include service to one's department, program, or other academic unit, and to the university. The Academic Deans and department chairs, or their equivalents, should consult to ensure that university service is equitably distributed.

ii. University service includes service on *ad hoc* review committees for appointments, tenure, and promotion, as defined in this Handbook (see section V.A.4.b.i.(5), below). Faculty are responsible for maintaining the confidentiality of *ad hoc* committee deliberations.

**f. professional activities outside the university**

i. Although a specific work week is not defined for faculty members with full-time appointments, it is expected that such appointments constitute a full-time obligation and that, with the exceptions explicitly permitted by university policies on consulting and other related professional activities, full-time faculty will not engage in other employment during the academic year. The external activities of faculty members must be consistent with university policies, including its policies on conflicts of interest.

ii. Faculty members must obtain the approval of the Dean prior to undertaking any significant external activity. This includes all commitments of an ongoing nature, as well as any one-time commitment involving an extended absence from the university. Faculty will consult with their department chair to determine whether an outside commitment is exempt from approval by the Dean. Department chairs are expected to consult with the Dean when in doubt about such activity.

iii. Outside employment requires written approval of the Provost.

iv. No tenured member of the faculty may hold tenure at another institution simultaneously.

v. Faculty who hold part-time appointments may have outside obligations and commitments. Part-time faculty are expected to evaluate and arrange their external commitments in order to avoid compromising their ability to carry out their obligations to the university.

vi. All faculty will file an annual disclosure form with the university detailing all significant external activities during the previous year, including any activities that may be ongoing.

**g. work schedule**

i. Proposals for changes in university policy with respect to the work load of faculty must be submitted to the Faculty Senate, the School Councils, and the Undergraduate Curriculum Committee for prior review, and may be submitted to the Faculty Meeting for review.

ii. The work loads of individual faculty are determined by the Provost, in consultation with department chair(s) (or equivalent) and the appropriate Academic Dean(s).

(1) tutorial and readings courses, and the supervision of senior essays and theses and graduate theses and dissertations, as well as regularly scheduled classes, are considered when establishing the work load and teaching assignments of individual faculty.

(2) faculty are expected to be available for administrative service on university/faculty committees and in their departments, programs, or other academic administrative units. Such service may be determined by the Provost, Academic Deans, or department chair, in consultation with the faculty member and in consideration of the nature of the faculty member's appointment.

(3) the Provost may release members of the faculty with major administrative responsibilities from part of their teaching obligations.

(4) in determining individual faculty work loads, the Provost balances the demands of research, publication, and creative work and the teaching, administrative, and other responsibilities of the faculty member.

**h. fair, equitable, and civil treatment**

i. Faculty are expected to be fair, equitable and civil toward all members of the university community, including faculty, students, administrators, staff, and others.

ii. Faculty are expected to observe university rules and regulations that apply to faculty, which are developed in accordance with the provisions of this Handbook (section III.C.1.b, above), but are not part of this Handbook.

**3. Salary**

a. Annual increases in salary are normally granted, determined by the rank and merit of the individual faculty member.

b. Except for certain administrative officers who are members of the faculty, salaries of faculty members are paid on the basis of the academic year, but prorated over a twelve-month period.

c. The faculty work year begins one week before the first day of classes and ends commencement day.

**4. Opportunities for University-Supported Leave**

**a. sabbatical leave**

i. Faculty are eligible for sabbatical leave in the seventh academic year after completion of twelve semesters of full-time service at Brandeis University. Sabbatical leave is granted by the Provost, with the advice of the department chair, to faculty who have held the rank of Associate Professor with tenure or Professor with tenure for at least two semesters of full-time

service. Sabbatical leave promotes study, research and/or creative work, and general professional improvement.

ii. Faculty members submit their plans for sabbatical leave to their department chair. After consulting with the faculty member and other members of the department, the chair sends the proposal and his or her recommendation for leave to the Provost. Neither the granting of an early sabbatical nor the postponement of a sabbatical entitles a faculty member to more or less than one year of sabbatical leave for each twelve semesters of full-time service. Sabbatical leaves may not be taken consecutively.

iii. Sabbatical leave may be granted for two semester at one-half salary, or one semester at full salary. Upon completion of a sabbatical leave, faculty are expected to return to full-time service at Brandeis University for at least two consecutive semesters.

iv. Acceptance of a teaching or research appointment at another institution during a sabbatical year may be approved by the Provost if it contributes to the professional development of the faculty member. During sabbatical leave the university's contributions to health insurance and retirement programs are continued unless such payments are assumed by another institution. Payments are based upon the actual salary paid by the university.

**b. other programs and opportunities**

Other programs and opportunities for university-supported leave are administered by the office of the Provost.

**5. Leaves of Absence**

**a. professional and personal leaves of absence without pay**

i. Professional and personal leaves of absence without pay are granted by the Provost, with the advice of the department chair. Such leaves may be granted for one year and may not be renewed for more than one additional year.

ii. A written request for leave of absence without pay, or renewal of such leave, is made by the faculty member to his or her department chair, who sends the request and his or her recommendation to the Provost.

iii. Professional leave involves significant scholarly or other activity that contributes to professional development. Personal leave involves circumstances that preclude significant scholarly or professional development. For the purpose of sabbatical eligibility, the semester(s) during which a faculty member is on leave are not considered toward years of service. For the purpose of tenure and promotion, the semester(s) during which an untenured faculty member is on professional leave count toward years of service in rank, while semesters on personal leave do not.

**b. Family and/or medical leave** is granted in accordance with the provisions of the Brandeis Family and Medical Leave Act Policy.

**IV. ACADEMIC ADMINISTRATION**

**A. Provost and Senior Vice President for Academic Affairs**

The Provost is the chief academic officer of the University and has responsibility, under the President, for implementing academic policy for the university in accordance with the provisions of this Handbook. The Provost ensures that governance of the Arts and Sciences and the graduate professional schools is consistent with the principles and provisions of this

Handbook. The Dean of Arts and Sciences, the Dean of the Heller School for Social Policy and Management, and the Dean of the Brandeis International Business School report directly to the Provost.

The Provost may appoint one or more Associate Provosts, in accordance with the procedures described in this Handbook.

The Provost may appoint one or more Assistant Provosts.

## **B. Academic Deans**

### **1. Dean of Arts and Sciences**

The Dean of Arts and Sciences, reporting to the Provost has authority over faculty appointment, re-appointment, tenure, and promotional processes, as provided for by this Handbook.

Acting in close cooperation with, and under the guidance of the Provost, the Dean has administrative responsibility for graduate and undergraduate education and the research functions of the university in the Arts and Sciences. The Dean is responsible for implementation of academic rules and regulations, academic advising, promotion of academic integrity, graduate admissions and financial aid policies, undergraduate and graduate curricula, faculty staffing and development, research activities, management of academic resources, and oversight of academic departments, interdepartmental programs, and other academic activities in the Arts and Sciences.

a. The Dean, acting under the authority of the Provost, will appoint a Dean of the Graduate School of Arts and Sciences, in accordance with the procedures described in this Handbook. The Dean of the Graduate School of Arts and Sciences, reporting to the Dean of Arts and Sciences, is responsible for oversight of existing graduate academic programs, for graduate program development, for graduate recruitment and admissions, fellowships and financial aid, and for management of GSAS staff.

b. The Dean of Arts and Sciences, acting under the authority of the Provost, may appoint one or more Associate Deans, in accordance with the procedures described in this Handbook.

c. The Dean of Arts and Sciences, acting under the authority of the Provost, may appoint one or more Assistant Deans.

### **2. Dean of the Heller School for Social Policy and Management**

The Dean of the Heller School for Social Policy and Management, reporting to the Provost, has authority over the appointment and reappointment of faculty in the School outside the tenure structure, as provided for by this Handbook.

The Dean has administrative responsibility, under the Provost, for the graduate education and research functions of the School. Acting in close cooperation with, and under the guidance of the Provost in matters of academic policy, the Dean is responsible for implementation of academic rules and regulations, academic advising, promotion of academic integrity, graduate admissions and financial aid policies, research activities of the faculty, management of academic resources, and other academic activities in the School.

a. The Dean, acting under the authority of the Provost, may appoint one or more Associate Deans, in accordance with the procedures described in this Handbook.

b. The Dean, acting under the authority of the Provost, may appoint one or more Assistant Deans.

### **3. Dean of the Brandeis International Business School**

The Dean of the Brandeis International Business School, reporting to the Provost, has authority over the appointment and reappointment of faculty in the School outside the tenure structure, as provided for by this Handbook.

The Dean has administrative responsibility, under the Provost, for the graduate education and research functions of the School. Acting in close cooperation with, and under the guidance of the Provost in matters of academic policy, the Dean is responsible for implementation of academic rules and regulations, academic advising, promotion of academic integrity, graduate admissions and financial aid policies, research activities of the faculty, management of academic resources, and other academic activities in the School.

a. The Dean, acting under the authority of the Provost, may appoint one or more Associate Deans, in accordance with the procedures described in this Handbook.

b. The Dean, acting under the authority of the Provost, may appoint one or more Assistant Deans.

### **C. Procedures for Establishment or Discontinuation of a Deanship**

1. With respect to the establishment or discontinuation of a deanship, associate provostship, or associate deanship, the Provost, working in cooperation with the Council of the Faculty Senate, will establish an appropriate deliberative process to ensure that faculty constituencies most affected by the proposal are consulted.

2. The Provost, acting in consideration of the results of the established deliberative process, determines whether and how to proceed with a proposal.

3. The Provost will inform the Faculty Senate of his or her decision and provide an explanation thereof. If the Faculty Senate votes to do so, the proposal will be placed on the agenda of the next Faculty Meeting for its consideration.

### **D. Departments**

#### **1. Functions**

Subject to review by the School Council(s) and approval by the Undergraduate Curriculum Committee, the department develops and administers the curriculum of its field(s) of major, its honors program, other instructional activities within the department, and the academic advising of undergraduate and graduate students. Departments are responsible for encouraging and supporting the scholarly research and creative activities of their faculty. They are also responsible for providing teaching resources to support the general education curriculum of the undergraduate college and interdepartmental programs and majors, as well as the requirements of their own major(s) and relevant graduate curricula.

#### **2. Membership**

Members of the faculty are appointed or, in exceptional cases, re-assigned to departments by the Provost, acting under the authority of the President, and in consultation with the relevant Dean(s), department(s) or other academic administrative unit(s) in question, and the faculty member concerned.

### **3. The Department Chair**

#### **a. appointment**

i. The Dean of Arts and Sciences appoints the chair of each department.

Recommendations originate from the department. If the department fails to recommend a candidate, or the Dean rejects the departmental nominee, the Dean will establish a consultative process including representatives of the department to determine the chair. In exceptional circumstances, the Dean may appoint as temporary chair a member of another department.

ii. Appointment of a chair is for a defined term, and may be renewed according to the above procedure.

#### **b. functions**

i. Acting in consultation with members of the department, the chair is responsible for supervision of all departmental functions, as well as budget and personnel matters.

ii. The chair, acting under the authority and subject to approval by the Dean of Arts and Sciences,

(1) manages the graduate and undergraduate curricula of the department;

(2) manages the faculty and staff personnel needs of the department;

(3) determines faculty responsibilities with respect to the functions of the department, subject to approval by the Dean of Arts and Sciences;

(4) determines faculty teaching assignments;

(5) advises the Registrar with respect to the scheduling of departmental course offerings;

(6) oversees and evaluates faculty job performance;

(7) makes annual recommendations concerning faculty salaries in the department;

(8) is responsible for departmental action with respect to the appointment, reappointment, promotion, and award of tenure to faculty in the department, subject to the relevant provisions elsewhere in this Handbook;

(9) advises the Dean and Provost with respect to university service of department faculty; and

(10) assists the Dean and Provost in implementing university and governmental policies.

### **4. The Department Meeting**

Matters pertaining to the functions of the department, recommendations for the award of degrees and honors, and other departmental affairs are discussed at meetings of the department faculty.

## **E. Interdepartmental Programs, Centers, Institutes, and Other Academic Administrative Units**

### **1. Membership**

Members of the faculty may be appointed or re-assigned to interdepartmental programs, centers, institutes, and other academic units by the Provost, acting under the authority of the President, and in consultation with the relevant Dean(s), department(s) or other academic administrative unit(s) in question, and the faculty member concerned.

## **2. Structure**

a. The Provost or appropriate Academic Dean, acting on the basis of consultations with the appropriate faculty, may appoint a faculty committee for each interdepartmental program, Center, Institute, and other academic unit.

b. The chairs or directors of interdepartmental programs, Centers, Institutes and other academic units are appointed or re-appointed by the appropriate Dean or Provost for a defined term, determined on the basis of consultations with the faculty committee.

c. The chairs or directors of academic administrative units, acting in consultation with the faculty committee, are responsible for all functions of the academic unit.

d. The chair or director discusses matters pertaining to the functions of the academic unit at meetings of the faculty committee.

## **F. Establishment and Discontinuation of Departments, Programs, Centers, Institutes, and Other Academic Units**

### **1. Proposals**

Proposals for the establishment or discontinuation of a school, department, undergraduate or graduate program, or other academic organizational unit such as a center or institute may originate from the faculty or administration. The Provost will consult with the Academic Deans, the chairs of relevant existing departments and School Councils, as well as with the Council of the Faculty Senate to establish an appropriate deliberative process.

a. Proposals concerning undergraduate academic programs must be submitted to the Undergraduate Curriculum Committee for review (see section VI.D.3, below).

b. Proposals concerning graduate academic programs must be submitted to the Council of the Graduate School of Arts and Sciences for review (see section VI.C.2.b, below).

c. Proposals concerning professional programs must be submitted to the Council of the professional schools for review (see section VI.C.2.c, below).

d. Proposals concerning summer, special, and continuing studies programs must be submitted to the Council of the Rabb School for review (see section VI.C.2.d, below).

### **2. Process**

a. The Provost, acting on the advice of the Academic Deans, and in consideration of the results of the established deliberative process, determines whether and how to proceed with a proposal.

b. The Provost will inform the Faculty Senate of his or her decision and provide an explanation thereof. The Faculty Senate may place the proposal on the agenda of the next Faculty Meeting for its consideration.

c. Establishment of undergraduate academic programs requires legislative approval by the Faculty Meeting.

## **V. APPOINTMENT, REAPPOINTMENT, TENURE AND PROMOTION**

### **A. Faculty**

#### **1. Qualifications**

The qualifications of a candidate for appointment, reappointment, promotion and/or the award of tenure consist of his or her scholarship, research, and/or creative activity; teaching; and professional activities, including service to the university.

a. Qualifications with respect to scholarship, research, and/or creative activity are to be evaluated on the basis of the candidate's publications, ongoing program of research, recognized artistic production, and/or creative accomplishments. With respect to appointment and reappointment, these should demonstrate that the candidate is engaged in the quality of work normally expected in the candidate's field at the rank for which the candidate is being considered. Promotion and/or the award of tenure requires demonstrated superior accomplishments consistent with the candidate's field and the rank for which he or she is being considered, and appropriate recognition by the national and international community of professional peers.

b. A candidate's qualifications with respect to teaching are an important criterion for appointment, reappointment, tenure and/or promotion. Teaching qualifications include the candidate's command of his or her subject matter; effectiveness as a classroom, laboratory, or studio instructor; intellectual impact on undergraduate and graduate students; and academic advising. Evaluation of the candidate's teaching qualifications must include consideration of the results of the regular course evaluation surveys conducted by the office of the Dean of Arts and Sciences and may include the results of classroom observation.

c. The award of tenure will be made primarily on the basis of scholarship, research and/or creative activity, and teaching. Professional activity, including service to the university, will also be taken into account.

#### **2. Appointments within the Tenure Structure**

##### **a. Searches**

Appointments to faculty positions in the tenure structure are authorized by the Provost, on the recommendation of the appropriate Academic Dean, on the basis of fair and open search procedures conducted by search committees composed of faculty of the relevant department(s), professional school or professional program, or other administrative unit(s). Any exceptions to this practice are governed by guidelines approved by the Committee on Faculty Rights and Responsibilities. All appointments must be in accordance with University affirmative action policies, and are subject to approval by the Board of Trustees.

##### **b. assistant professor**

i. Appointment to the rank of Assistant Professor in the tenure structure requires completion of the doctoral degree or other advanced degree appropriate for the field, or its equivalent in creative achievement or scholarship.

ii. In the event an expected doctorate or equivalent is not completed before the date of appointment at the university, the candidate will be appointed to the rank of Instructor for one year, renewable not more than twice. Upon completion of the doctorate or equivalent, an Instructor may be appointed as Assistant Professor.

iii. After three years as an Assistant Professor (or a total of three years as Instructor and Assistant Professor, if applicable), a faculty member may be reappointed as Assistant Professor for an additional four years according to procedures defined in this Handbook (section V.A.3. below).

**c. associate professor**

i. Promotion to the rank of Associate Professor in the tenure structure from within the university follows the procedures for tenure and promotion defined in this Handbook (section V.A.4, below).

ii. Appointments to the rank of Associate Professor in the tenure structure from outside the university may be made with tenure or without tenure. Appointments with tenure follow the procedure for promotion and tenure defined in this Handbook. Appointments without tenure may be made for a term not to exceed three years. An Associate Professor without tenure may be considered for tenure during his or her appointment, according to the procedure for promotion and tenure defined in this Handbook (section V.A.4, below), but not later than during the second year of the appointment.

**d. professor**

Appointment or promotion to the rank of Professor in the tenure structure from within the university or from outside the university follows the procedure for tenure and promotion defined in this Handbook and carries tenure.

**e. university professor**

i. This special title may be conferred only upon individuals who have achieved exceptional scholarly or professional distinction within the academic community; whose achievements transcend traditional disciplinary boundaries; and whose appointment will enhance the reputation and prestige of the university.

ii. A University Professor may be a member of a department but is free from departmental service obligations. His or her duties are determined in direct consultation with the Provost.

iii. Appointments as University Professor may be made from within the university or from outside the university, and are considered according to the same process as that defined for tenure and promotion.

**3. Reappointment within the Tenure Structure**

**a. deadlines**

Each year the office of the Dean of Arts and Sciences will provide departments, programs, and other relevant academic units including the graduate professional schools, as well as each individual candidate for reappointment, with a set of deadlines for completion of the process. Department chairs or their equivalents are responsible for ensuring that departments meet the established deadlines.

**b. assistant professor**

i. In the third year in rank as Assistant Professor (including time spent in rank as Instructor, if any) and not later than December 1 of the academic year in which the appointment terminates, a member of the faculty must be informed by the appropriate Academic Dean in writing of termination or reappointment to the rank of Assistant Professor in the tenure structure.

ii. Reappointment as Assistant Professor in the tenure structure requires demonstrated accomplishments in scholarship, research, or creative activity, and in teaching.

iii. The tenured members of the department or other academic administrative unit involved will evaluate the candidate's accomplishments in deliberations convened and presided over by the department chair. Their evaluation will be based on a dossier compiled by the chair. The dossier will include an up-to-date curriculum vitae supplied by the candidate, a statement by the candidate addressing his or her accomplishments and goals in scholarship and/or creative work and teaching, copies of manuscripts and scholarly publications or other creative work relevant to the evaluation, and materials relevant to assessment of the candidate's teaching, including results of the regular course evaluation surveys conducted by the office of the Dean of Arts and Sciences. The dossier may also include letters from outside evaluators, solicited by the chair. The chair will convey the department's recommendation concerning renewal of the candidate in a written statement to the Dean, who makes the final decision.

The candidate will be notified in writing of the department's recommendation, and of the basis for that recommendation.

iv. Before May 31 of the seventh year in rank as Assistant Professor at Brandeis University (including time spent in rank as Instructor, if any, but not including time granted under the provisions of section V.A.3.d. of this Handbook), the candidate must be informed by the appropriate Academic Dean in writing either that tenure and promotion have been granted, effective in the year following the decision, or that tenure and promotion have been denied. In cases where tenure and promotion have been denied, the candidate will receive a one-year non-renewable appointment as Assistant Professor outside the tenure structure, to take effect in the year following the decision.

**c. associate professor in the tenure structure, without tenure**

i. An Associate Professor in the tenure structure without tenure must be informed by the Dean of Arts and Sciences in writing before May 31 of the penultimate year of appointment whether tenure has been granted or the appointment will terminate at the end of the next year.

ii. An Associate Professor without tenure is considered for tenure in accordance with the procedures for tenure and promotion defined in this Handbook (section V.A.4, below).

**d. postponements**

A faculty member who had been granted medical or parental leave for a minimum of seven weeks may postpone for two semesters a scheduled reappointment or tenure decision. Additional guidelines for postponements based on medical or family circumstances must be approved by the Committee on Faculty Rights and Responsibilities. The faculty member must notify the appropriate Dean of such postponements by May 1 of the calendar year in which the department is scheduled to begin its deliberations. Such postponements may not exceed a total of four semesters.

**4. Tenure and Promotion**

Standards and procedures for the award of tenure and/or promotion are governed by the provisions of this Handbook. The Provost and/or the Dean of Arts and Sciences may issue additional guidelines as may be necessary, consistent with the provisions of this Handbook. Such guidelines are subject to review by the Committee on Faculty Rights and Responsibilities. Every effort will be made by participants and by the university to preserve the confidentiality of all deliberations concerning tenure and promotion.

**a. definition**

i. An appointment with tenure makes an appointment to the faculty permanent. A tenure appointment may be terminated only by voluntary resignation, retirement, or dismissal in accordance with the provisions of this Handbook (see sections VII.C and D, below).

ii. The tenure policy of the university applies only to faculty members who have been appointed in the tenure structure as defined in this Handbook (see section III.B.1, above).

**b. procedure**

**i. definitions**

(1). For the purposes of tenure and promotion, the term "department" denotes the academic administrative unit(s) to which the candidate is being appointed.

(2). The term "chair" denotes the chair of the department, or equivalent in other academic administrative units, of the candidate for tenure and/or promotion.

(3). A "dossier" must be compiled for every candidate for tenure and/or promotion. A candidate's dossier will include relevant evidence of the candidate's qualifications for appointment with tenure, award of tenure and promotion, or for promotion. The dossier will include an up-to-date *curriculum vitae*, a statement by the candidate addressing his or her accomplishments and goals in scholarship and/or creative work and teaching, copies of manuscripts and scholarly publications or other creative work relevant to the review, materials relevant to assessment of the candidate's teaching, and evidence of the candidate's service to the university and the profession. With respect to candidates for tenure, including the appointment of faculty with tenure, the dossier must incorporate the full body of the candidate's work. With respect to candidates for promotion, the dossier must incorporate all work since the award of tenure. The dossier will also include not less than three letters of evaluation from qualified individuals outside the university, a list of all those from whom such letters were solicited, as well as a statement by the department chair as to the qualifications of the outside evaluators and their relationship (if any) to the candidate.

(4). A "departmental report" must contain a clear recommendation for or against appointment, the award of tenure, and/or promotion. The report must include an appraisal of all significant evidence, favorable and unfavorable. It should be specific and analytical, and must include an evaluation of the candidate's qualifications with respect to scholarship and/or creative work, teaching, professional activities and service to the department, university, and the profession. With respect to a recommendation for the award of tenure, the report must also include a statement of how the recommendation addresses the needs of the school, department, or other academic unit making the recommendation, and the university. If the recommendation is not unanimous, the division of the department and the reasons therefor must be communicated either in the body of the report or in separate concurring or dissenting statements by individual members, submitted as part of the departmental report, over the appropriate signatures, and with the full cognizance of all members of the department participating in the process. All members of the department in residence are expected to participate in the deliberations and to sign either the main report, or dissenting or concurring statements. A member not in residence is not required to sign, but will be consulted, if possible. No member of the department may submit a statement or opinion independently of the departmental report.

The departmental report will also include a summary prepared so as to reflect accurately the substance of the departmental evaluation and recommendation while preserving the anonymity of outside evaluators and the positions of individual participants in the process.

(5). The "*ad hoc* review committee" is appointed by the Dean of Arts and Sciences or, in the case of a candidate from a graduate professional school, the Provost. It includes three members of the Brandeis University faculty from a department other than that of the candidate, but within the same School (with regard to candidates from a graduate professional school, at least one member is to be selected from the other graduate professional school, the remainder from the School of Social Sciences); and one member of the faculty from another School (excluding, with regard to candidates from a graduate professional school, the graduate professional schools). This balance among schools may be adjusted, if necessary, to achieve representation of appropriate disciplines. The Dean or Provost will designate one member to serve as chair.

For each candidate considered for tenure, the *ad hoc* committee will also include two faculty from other universities, professional schools, or research institutions in the same, or a closely related, discipline as the candidate. For each candidate considered for promotion to the rank of Professor with tenure, the committee will also include at least one faculty from another university, professional school, or research institution in the same, or a closely related, discipline as the candidate. The outside faculty participants will be chosen by the Dean of Arts and Sciences in consultation with the departmental chair or representative, or by the Provost in consultation with the relevant professional school Dean, and will hold a rank or equivalent position equal to or higher than the rank for which the candidate is to be considered. For each candidate considered for appointment to the rank of University Professor, the *ad hoc* review committee will consist of at least five senior members of the Brandeis University faculty and two distinguished faculty from other universities, professional schools, or research institutions in the same, or a closely related, discipline as the candidate. This committee will be appointed by the Provost and chaired by the Dean of Arts and Sciences. It submits its report to the Provost, who makes his or her recommendation to the President.

**ii. the department**

(1). The department chair compiles the candidate's dossier and makes it available to all eligible members of the department in advance of the departmental deliberations. The chair

(a). obtains an up-to-date *curriculum vitae* from the candidate, a statement by the candidate addressing his or her accomplishments and goals in scholarship and/or creative work and teaching, copies of manuscripts and scholarly publications or other creative work relevant to the review, and a list of potential outside evaluators to be discussed with the chair. The candidate is responsible for providing these materials to the chair in a timely fashion;

(b). obtains no fewer than three letters of evaluation from relevant faculty outside the university, selected in consultation with tenured members of the department, sufficiently far in advance to ensure their availability for consideration as part of the department's deliberations. When evaluation of the candidate's qualifications requires it, and after consultation with the Dean of Arts and Sciences, the chair should also solicit no more than three letters from relevant faculty of the university in (an)other department(s), program, or other academic administrative unit;

(c). collects materials relevant to assessment of the candidate's teaching;

(d). collects evidence of the candidate's service to the university and the profession.

(2). The chair convenes and presides over deliberations of the candidate's qualifications for tenure and/or promotion by the eligible tenured members of the department. All tenured members are eligible to deliberate cases of tenure and promotion. Only tenured members with the rank of Professor are eligible to deliberate cases of promotion to the rank of tenured

Professor. In those departments with three or fewer members eligible to participate, the Dean of Arts and Sciences (or, in the case of a candidate from a graduate professional school, the Provost) will appoint faculty from another department or departments to participate in the process. Such faculty must hold a rank equal to or higher than that proposed for the candidate.

(3). The dossier and departmental report must be completed and submitted to the Dean or, in the case of a candidate from a graduate professional school, the Provost, in accordance with the established deadline.

**iii. The Dean of Arts and Sciences**

**(or, in the case of a candidate from a graduate professional school, the Provost)**

(1). Upon receipt of the dossier and departmental report, including the summary, the Dean reviews department procedures to ensure that they conform to the requirements of this Handbook. The Dean reviews the dossier, report, and summary and may request, in writing, that the department revise the report so as to reflect more completely the documentation and departmental deliberations, to clarify the departmental recommendation, or to ensure anonymity.

(2). The Dean then provides a copy of the summary to the candidate, who may submit a written response to the Dean within 10 days, which will be appended by the Dean to the departmental report.

(3). The Dean must establish an *ad hoc* review committee for each candidate recommended by a department or other academic administrative unit for tenure and/or promotion in accordance with the procedure defined above (section V.A.4.b.i.[5], "*ad hoc* review committee"), except as provided for by this Handbook (see section V.A.4.b.ix, "institutional need," below).

(4). In the event of a negative recommendation by the department, or an evenly-divided departmental vote, the Dean may solicit additional confidential information in writing relevant to the case. The Dean may decide to establish an *ad hoc* committee or recommend denial of tenure and/or promotion.

A recommendation by the Dean for denial of promotion and/or tenure must take the form of a written statement to the Provost, accompanied by all materials.

The Dean must inform the department and the candidate of this decision in writing.

(5). When the Dean establishes an *ad hoc* committee, the Dean will forward the dossier, departmental report and candidate's response (if any), as well as any additional information solicited by the Dean (henceforth: the "materials") to each member of the *ad hoc* committee, including the participating outside scholar(s). Unsolicited material will not be accepted by the Dean or by the *ad hoc* committee, and will have no standing. The department may submit to the Dean additional material relevant to the case up to one week prior to the meeting of the *ad hoc* committee. The Dean will forward such additional materials to each member of the *ad hoc* committee, including the participating outside scholar(s).

**iv. the *ad hoc* committee**

(1). All deliberations of the *ad hoc* committee will take place in scheduled meetings, and are confidential.

(2). The *ad hoc* committee reviews the materials to determine whether additional letters or other materials should be obtained. If the committee deems it necessary, it may solicit additional evidence from the department and/or outside individuals through the office of the Dean of Arts and Sciences (or, in the case of a candidate from a graduate professional school, the Provost). All additional materials will become part of the written record.

(3). Consideration of each case will take place at a meeting of the *ad hoc* committee, including the participating outside scholar(s) and the Dean of Arts and Sciences (or Provost). The departmental representative presents the departmental report. The representative will be available during deliberations to answer questions posed by committee, but will not participate in, or be present at, the deliberations or preparation of the *ad hoc* committee's report.

(4). The outside scholar(s) will participate fully in the deliberations concerning the qualifications of the candidate they have been asked to evaluate, and in the preparation of the committee report. The Dean (or Provost) is present at, and may participate in, all deliberations, but does not vote and does not participate in preparation of the committee report.

(5). The report of the *ad hoc* committee, including the outside scholar(s), must contain a clear recommendation for or against promotion and/or the award of tenure. The report must include an appraisal of all significant evidence, favorable and unfavorable. It should be specific, detailed, and analytical, and must include an evaluation of the candidate's qualifications with respect to scholarship and/or creative work; teaching; activities and service to the department, university, and the profession. If the *ad hoc* committee's recommendation is not unanimous, the division of the committee and the reasons therefor must be communicated either in the body of the report or in separate concurring or dissenting signed statements by individual members, submitted as part of the committee's report and with the full cognizance of all members of the committee, including its outside scholar(s). No member of the committee may submit a report or opinion independently of the committee's report.

(6). When the *ad hoc* committee submits its report to the Dean of Arts and Sciences (or Provost), the Dean informs the department of the committee's recommendation. The Dean may concur with the recommendation and forward it along with a letter of endorsement to the Provost, or reject it. If the Dean is considering rejecting the recommendation, he or she will convene a meeting with the university members of the committee. The Dean then submits a written explanation of his or her final decision to the Provost, accompanied by all relevant materials, which includes the report of the *ad hoc* committee. The Dean also submits a written explanation of his or her decision to the department and to the candidate.

#### **v. The Provost**

(1). Upon receipt of a recommendation from the Dean of Arts and Sciences or the *ad hoc* review committee, the Provost must first ensure that the case has proceeded according to the requirements established by this Handbook.

(2). The Provost may, upon receipt of the recommendation, convene a meeting of the appropriate Academic Dean, the chair of the *ad hoc* committee, the department chair and, if appropriate, one other representative of the department to review the case.

(3). If the Provost recommends promotion and/or the award of tenure, he or she will send his or her recommendation and all relevant materials to the President for submission to the Board of Trustees.

(4). A decision by the Provost to deny promotion and/or the award of tenure terminates the promotion and/or tenure process.

(5). If the recommendation of the Provost differs from that of the Dean of Arts and Sciences, the Provost must submit a written explanation of his or her decision to the President, the Dean, the department, and the candidate.

**vi. The President**

(1). The President reviews all recommendations by the Provost that differ from those of the Dean or, in the case of a candidate from a graduate professional school, the *ad hoc* committee.

(2). The President presents all recommendations of promotion and/or the award of tenure to the Board of Trustees, accompanied by a written explanation of this recommendation and all relevant materials.

**vii. appeals**

(1). The candidate for tenure and/or promotion, or at least two tenured members of the candidate's department at a rank equal to or higher than that proposed for the candidate, may appeal a negative decision by the Provost only on the grounds of alleged significant procedural flaws. An appeal may be made only after the Provost has rendered a decision, and must be made within 10 working days of the Provost's recommendation. Such appeals must be submitted in writing to the chair of the Committee on Faculty Rights and Responsibilities.

(2). The Committee on Faculty Rights and Responsibilities may hear an appeal of the tenure and promotion process only after the Provost has rendered a decision, and normally shall do so within 10 working days of the appeal. The Committee renders an advisory opinion, which may include recommendations for action, and submits it to the President.

(3). The Committee evaluates the facts of the dispute and renders an opinion as to whether a violation of Handbook procedures has occurred and the nature thereof. The opinion of the Committee may include majority and minority views. An appeal of the Provost's decision must be deliberated by at least five members of the Committee, including the chair and two other tenured members. The Committee may invite the parties to present their arguments to the Committee at a hearing, which is neither a trial nor subject to civil procedure. Participants in the hearing may not be represented by counsel.

**viii. recusal of the Dean, Provost, or President**

If a conflict arising out of the departmental or programmatic affiliations of the Dean of Arts and Sciences, Provost, or President requires recusal, they will reassign roles and responsibilities in the tenure and promotion process as appropriate.

**ix. institutional need**

With the prior approval of the President, the Provost may terminate an individual candidacy for reappointment or promotion and tenure on the basis of exceptional institutional need. It is expected that this authority will be exercised only in rare instances and, prior to acting, the Provost must provide the department with a written justification for the decision, and send a copy thereof to the Faculty Senate.

**x. the Board of Trustees**

A candidate is awarded tenure and/or promotion upon approval of the Board of Trustees.

## **5. Appointments and Promotions outside the Tenure Structure**

### **a. process**

Appointments outside the tenure structure are made by the Provost on the recommendation of the appropriate Academic Dean after consultation with the relevant department chair(s) or equivalent as to the process, qualifications, and standards of evaluation by which such appointments are to be made, and in a manner consistent with the guidelines of the Affirmative Action Office and the following provisions of this Handbook and subject to approval by the Board of Trustees.

### **b. *ad hoc* review**

Proposals for appointment or promotion to the rank of Associate Professor, Associate Research Professor, Research Professor, Professor of the Practice, or Professor outside the tenure structure are submitted by the relevant Academic Dean to an *ad hoc* review committee appointed by the Provost, accompanied by a dossier compiled by the relevant department or other academic administrative unit (see section V.A.4.b.i.(3) of this Handbook, above).

i. The *ad hoc* review committee will consist of at least two members of the Brandeis University faculty from a department other than that of the candidate, but within the same School (with regard to candidates from a graduate professional school, at least one member is to be selected from the other graduate professional school); and one member of the faculty from another School (excluding, with regard to candidates from a graduate professional school, the graduate professional schools).

ii. A representative of the [professional] School or department of the candidate will be available during deliberations to answer questions posed by the committee, but will not participate in, or be present at, the deliberations or preparation of the committee report.

iii. The *ad hoc* review committee will determine whether the candidate's teaching, administrative, scholarly, professional, and/or creative achievements fulfill the qualifications and standards of evaluation established for the position in accordance with section V.A.5.a, above.

iv. The *ad hoc* review committee submits its report to the Provost, who decides whether to appoint or promote the candidate.

### **c. terms of appointment**

i. Appointment to the rank of Assistant Professor or Assistant Research Professor outside the tenure structure will not exceed three years.

ii. Appointment or promotion to the ranks of Associate Professor, Associate Research Professor, Professor, Research Professor, or Professor of the Practice outside the tenure structure will not exceed seven years.

iii. Research appointments may not be continued for more than one year in the absence of external funding.

## **6. Reappointment outside the Tenure Structure**

**a. reappointment with the rank of Lecturer or visiting faculty, or with in-residence or adjunct status**, are made according to a process determined by the Provost in consultation with the relevant Academic Dean and relevant school, department, or other academic administrative unit.

i. Criteria for reappointment will include consideration of the candidate's teaching, scholarship and/or creative work; the educational and service needs of the academic unit; and university needs.

ii. Every candidate must be evaluated by the relevant academic unit in a letter to the appropriate Academic Dean, signed by the chair of the academic unit, or equivalent. The Dean recommends to the Provost whether to reappoint the candidate.

**b. reappointment to the rank of assistant research professor, associate research professor, research professor, or professor of the practice, or to the ranks of assistant professor, associate professor, or professor outside the tenure structure**, will include a review of the candidate's teaching, scholarship and/or creative work; the educational and service needs of the academic unit; and university needs. Reappointment will be for a term defined by the Provost, but not greater than seven years.

## **B. Academic Officers**

### **1. The Provost**

a. In the event the position of Provost becomes vacant, or a vacancy is anticipated, the President meets with the Council of the Faculty Senate and the University Advisory Council to establish the procedure for identifying and selecting candidates for the position.

b. At the earliest reasonable date the President consults with the Council of the Faculty Senate concerning possible candidates and their credentials. The Council of the Senate then reports to the Senate.

c. The President is apprised by the Council of the reaction of the Senate. The Senate may request a special meeting with the President so that he or she may hear any comments from the Senate as a whole concerning the candidates.

d. The President recommends to the Board of Trustees only a candidate whose name has been discussed with the Council and in the Senate.

e. The President will consult in a timely fashion with the Council of the Faculty Senate and the University Advisory Council with respect to the reappointment of an incumbent Provost.

f. The Provost is appointed for a specific term, defined at the time of appointment or reappointment.

### **2. Academic Deans**

a. In the event an academic deanship, associate deanship or associate Provostship becomes vacant, or a vacancy is anticipated, the Provost, acting under the authority of the President, meets with the Council of the Faculty Senate to establish the procedure for identifying and selecting candidates for the position.

b. At the earliest reasonable date the Provost consults with the Council of the Faculty Senate concerning possible candidates and their credentials. The Council of the Senate then reports to the Senate.

c. The Provost is apprised by the Council of the reaction of the Senate. The Senate may request a special meeting with the Provost so that he or she may hear any comments from the Senate as a whole concerning the candidates.

d. The Provost recommends to the President only a candidate whose name has been discussed with the Council and in the Senate.

e. The Provost will consult in a timely fashion with the Council of the Faculty Senate and the University Advisory Council with respect to the reappointment of an incumbent Academic Dean, associate dean, or associate Provost.

f. Academic Deans are appointed for a specific term, defined at the time of appointment or reappointment.

## **VI. GOVERNANCE**

### **A. The Faculty Meeting**

#### **1. Definition**

a. The faculty, at its regular and duly-called special meetings, discusses, legislates and takes other actions on matters within its purview as defined by this Handbook; on all rules and regulations outside this Handbook as they pertain to faculty; and on undergraduate programs, degree requirements and the academic rules and regulations affecting undergraduate education. The faculty considers any matter relevant to the educational and research missions of the university, the academic and institutional concerns of the faculty, or the provisions of this Handbook.

b. At its meetings, the faculty hears and considers annual reports from

i. the President, on the state of the university;

ii. the Provost, on the work of the academic administration;

iii. each standing committee of the faculty, on the work of the committee; and

iv. others, as determined by the President or Provost, in cooperation with the Faculty Senate.

#### **2. Structure**

a. The President or, at his or her discretion, the Provost presides over the Faculty Meeting. Administrative support for the Faculty Meeting will be provided by the office of the Provost.

b. Regular meetings of the faculty are held at least six times per academic year. Faculty Meetings are, as a rule, held on Thursday afternoons. Special meetings may be called by the President, Provost, or Faculty Senate, or by petition (written or electronic) to the Faculty Senate of half the quorum.

c. Except as provided for herein, all members of the faculty including members emeriti/ae and all officers of the academic administration may attend and participate in Faculty Meetings. Other officers of the university administration may also attend.

d. The President of the Student Senate, one undergraduate student elected by the Student Senate, and the President of the Graduate Student Association may attend and participate in Faculty Meetings. One representative of the student newspaper and of the student radio station are permitted to attend Faculty Meetings.

e. The following members of the faculty and academic administration have the right to vote at Faculty Meetings:

i. All faculty holding appointments in the tenure structure;

ii. All faculty outside the tenure structure who hold at least half-time appointments and have held such appointments for at least two semesters;

iii. The President, Provost, Dean of Arts and Sciences, and the Deans of the professional schools;

iv. the University Librarian; and

v. the University Registrar.

f. Upon a two-thirds vote, the Faculty Meeting may convene in executive session, from which non-voting members are excluded.

g. Ten percent of the voting members constitutes a quorum.

### **3. Agenda and Procedures**

a. The agenda for each Faculty Meeting is established by the Provost and the Council of the Faculty Senate. Agenda items may be introduced by the President, the Provost, the Senate, a faculty committee (as defined in section VI.D. of this Handbook) or by petition (written or electronic) of half the quorum.

b. At least five teaching days before each regular Faculty Meeting, except the degree-voting meeting, the office of the Provost distributes the agenda and text(s) of proposed faculty legislation or other actions to be considered at the meeting, together with appropriate supporting documents, to all voting members. The Faculty Meeting may waive this requirement by majority vote, provided the materials have been distributed at least two calendar days before the meeting. Materials may be distributed either by delivering them to the campus mailboxes of voting members or by delivering them electronically.

c. Meetings are conducted according to Robert's Rules of Order, except as provided herein. The Provost appoints the parliamentarian.

d. Minutes are circulated to all members of the faculty and officers of the administration, and approved by the Faculty Meeting.

e. Faculty legislation is normally formulated by the Faculty Senate or a faculty committee as defined in this Handbook (see section VI.D., below).

i. Except for amendments to pending motions, all legislation must be approved by two separate Faculty Meetings, normally consecutive.

ii. A second reading may be waived only by a two-thirds vote, with one-third of the eligible voting membership present and voting. A second reading may not be waived if the legislation has not first been reviewed by a faculty standing committee or by the Faculty Senate.

f. Legislation adopted by the Faculty Meeting is subject to approval by the Board of Trustees. The Provost presents adopted legislation to the Board on behalf of the Faculty, at the earliest possible meeting of the Board. The Provost reports the action of the Board at the earliest possible meeting of the Faculty. If the Board rejects legislation adopted by the Faculty Meeting, the Provost must inform the Faculty Senate immediately.

## **B. The Faculty Senate**

### **1. Definition**

The Faculty Senate is the representative body of the Faculty as a whole.

### **2. Functions**

a. The Faculty Senate (or any member of the faculty by writing to the Faculty Senate) may initiate discussion on any issue relevant to the educational and research missions of the university or the provisions of this Handbook, including but not limited to academic freedom; the rights, responsibilities, work schedule, salary, and benefits of faculty members; university policies regarding faculty appointments, tenure, promotion, and dismissal; and university rules and regulations as they affect faculty.

b. The Faculty Senate

- i. introduces issues and formulates legislation or proposals for other actions for consideration by the Faculty Meeting;
- ii. reviews proposed legislation before its submission to the Faculty Meeting and contemplated changes in university rules and regulations that affect faculty, and makes appropriate recommendations to the sponsors thereof and to the Faculty Meeting;
- iii. reviews the activities of standing and special faculty committees on an annual basis and makes appropriate recommendations for the improvement thereof;
- iv. conducts faculty elections called for in this Handbook;
- v. considers proposals to establish new schools, departments, or undergraduate interdepartmental programs;
- vi. considers other matters brought to its attention by members of the faculty or academic administration and recommends appropriate action; and
- vii. calls special meetings of the Faculty as appropriate.

c. The Faculty Senate determines, via electronic poll or other means, the issues of greatest concern to the faculty and ensures their consideration by the Faculty Meeting or appropriate academic administrative bodies.

d. The Council of the Faculty Senate may represent the Senate in discussions with the President, Provost, Academic Deans, and other members of the university community.

e. As specified in this Handbook, the Council of the Faculty Senate

- i. advises the President, Provost, and the Dean;
- ii. nominates candidates for faculty committees; and
- iii. provides informal mediation of disputes involving faculty members.

f. Minutes of all Senate meetings are distributed to the faculty, electronically or in writing.

**3. Structure**

a. The members of the Faculty Senate are elected as follows:

i. Each School of the College of Arts and Sciences elects two members, each professional school elects two, and six are elected at-large.

ii. To be eligible for election, a candidate must be a full-time member of the faculty and have been a member of the faculty for at least one year before election, if tenured, or for at least two years, if non-tenured. No more than half of the Senate may be non-tenured.

iii. Senators are elected for three-year terms. A Senator may not serve for more than six consecutive years.

iv. Elections are conducted by the Faculty Senate during the final exam period of the spring term. Voting is by ballot, sent to the Senate Office. Candidates are elected by plurality. Results of the election are announced at the last meeting of the Faculty in the spring term. Terms of office begin on registration day for first-year undergraduate students in the fall term and continue until a successor takes office.

b. The first meeting of the newly-constituted Faculty Senate is held in the first month of the academic year. It is convened by its oldest member, who acts as temporary chair and presides over the Senate's election of its chair. The chair takes office immediately and presides over the election of the Senate Council.

c. The Faculty Senate meets at least six times during the academic year. The chair, or one-fourth of the members, may call for additional meetings.

d. The Council of the Faculty Senate consists of the chair of the Faculty Senate, who also chairs the Council, and three other members of the Senate. Members of the Council are elected for one-year terms. No more than two Senators from a single School may serve on the Senate Council. For this purpose, faculty from the Heller School for Social Policy and Management and the Brandeis International Business School are considered members of the School of Social Science.

### **C. School Councils**

The faculty also contribute to governance of the university through the School Councils for the Creative Arts, the Humanities, Science, and Social Science; the Council of the Graduate School of Arts and Sciences; the Council of the Graduate Professional Schools; and the Council of the Rabb School of Continuing Studies. These Councils oversee the educational activities of departments, programs, and other academic units. They advise departments and programs, the Undergraduate Curriculum Committee, the Academic Deans, and the Provost, as appropriate.

#### **1. Structure**

a. The Councils of the Schools of Creative Arts, Humanities, Science, and Social Science consist of the chairs of each school's departments and majors, or their designated representatives. The Council of the Graduate School consists of a representative of each graduate program in the Arts and Sciences and a graduate student representative of each school. The Council of the professional schools consists of two faculty members from each of the professional schools, a representative of each graduate professional program outside the professional schools, an observer from the Rabb School, and one graduate student representative from each school.

b. The Dean of Arts and Sciences appoints or re-appoints the chairs of the Councils of the Schools of Creative Arts, the Humanities, Science, and Social Science for a specified term. Recommendations for appointment or re-appointment originate in a consultation between each Council and the Dean.

c. The Dean of Arts and Sciences serves as chair of the Council of the Graduate School. The Provost serves as chair of the Council of the graduate professional schools

d. The Council of the Rabb School of Continuing Studies will consist of at least three members of the Arts and Sciences faculty from at least two schools, and at least one faculty member from each of the professional schools, to be appointed by the Provost after consultations with the Council of the Faculty Senate and the Academic Deans. If interested, a graduate student representative may serve on the Council. A member of the faculty will chair the Council.

#### **2. Functions**

a. The Councils of the Schools of Creative Arts, Humanities, Science, and Social Science review proposals from their respective departments and programs regarding the undergraduate curriculum, requirements for majors, and the program in general education. They may also review other matters of shared concern among departments. The Councils also consider other issues as requested by the Dean of Arts and Sciences.

i. Each Council evaluates new courses proposed by the departments and interdepartmental programs of its school, and evaluates substantial changes in the requirements of majors associated with its school. Whether changes in the requirements of a departmental or

interdepartmental major are substantial is determined in consultations between the chair(s) of the appropriate School Council(s) and the chair of the department or major involved.

ii. Each Council evaluates proposals for new majors, minors, and programs within its school, and independent majors that draw upon the offerings in its school. Departments outside the originating school that are affected by such a proposal will be invited to participate in its deliberation. Each Council will attempt to avert unnecessary duplication of faculty effort, and ensure the academic quality of course offerings.

iii. Councils may review other curricular issues at the request of the Dean, departments, or programs.

iv. Recommendations of the Councils with respect to the curriculum are submitted to the Dean or the Undergraduate Curriculum Committee for its consideration, as appropriate.

v. The Councils make recommendations on the award of degrees with honors to the Committee on Academic Standing.

vi. Councils consider, and recommend action to the Dean on other matters of shared concern, including issues of concern to departments or programs in more than one school.

b. Subject to the approval of the Board of Trustees, the Council of the Graduate School recommends the establishment or discontinuation of graduate degree programs and requirements in the Arts and Sciences, including those in the Graduate School of Arts and Sciences and the doctoral programs in the Brandeis International Business School and the Heller School for Social Policy and Management. The Council reviews proposals with respect to programs of graduate studies; makes recommendations for the award of advanced degrees; and formulates, subject to the approval of the Provost and the appropriate Academic Dean, regulations governing these programs. The Dean of Arts and Sciences ensures that changes in the graduate curriculum that have important consequences for undergraduate education are brought to the attention of the Undergraduate Curriculum Committee for review.

c. Subject to the approval of the Board of Trustees, the Council of the Graduate Professional Schools recommends the establishment or discontinuation of graduate professional degree programs and requirements for the Brandeis International Business School, the Heller School for Social Policy and Management, and the Rabb School of Continuing Studies. The Council reviews proposals with respect to programs of graduate studies; makes recommendations for the award of advanced degrees; and formulates, subject to the approval of the appropriate professional school Dean or Provost, regulations governing these schools. The Provost ensures that changes in the graduate professional curricula that have important consequences for Arts and Sciences programs are brought to the attention of the Dean of Arts and Sciences and either the Undergraduate Curriculum Committee or the Council of the Graduate School, as appropriate, for review.

d. The Council of the Rabb School of Continuing Studies reviews proposals with respect to programs of undergraduate and graduate continuing studies, including their rules and regulations, prior to their submission to the Council of the Graduate Professional Schools, or the Council of the Graduate School (if changes have important consequences for graduate education in Arts and Sciences), or the Undergraduate Curriculum Committee (if curricular changes have important consequences for undergraduate education) for approval. The Council also recommends the award of degrees in undergraduate and graduate programs of continuing studies.

e. The Provost and/or Dean of Arts and Sciences will inform the Faculty Senate and Faculty Meeting of recommendations by the School Councils for major change or

discontinuation of academic programs sufficiently in advance of their submission to the Board of Trustees for approval to permit deliberation of such recommendations.

## **D. Faculty Committees**

### **1. Standing and Special Committees**

a. The faculty also contribute to governance of the university through participation in standing committees and special committees. After consultation with the Council of the Faculty Senate, the Provost may create special committees for specific purposes and duration. Special committees should not be continuing committees.

b. The Provost may create continuing committees for oversight and implementation, including, but not limited to, a Faculty Diversity Committee, a Faculty Committee on the Library, a Committee for the Support of Teaching, a Committee on Information Technology, and a Committee on Treatment of Human Subjects.

c. Standing and special committees may establish subcommittees, drawing on the faculty as a whole, or the academic administration, as appropriate.

d. All standing, special, and continuing committees report annually on their activities to the Faculty Meeting.

### **2. The University Advisory Council**

a. The University Advisory Council is composed of six faculty members appointed by the Provost in consultation with the Council of the Faculty Senate. The Provost, the Academic Deans, the Chief Operating Officer, and the Senior Vice President for Students and Enrollment are members of the Council. The Provost serves as chair. Appointment terms for faculty members will be defined by the Provost. The Provost may invite others to participate in the work of the Council as appropriate.

b. The University Advisory Council advises the Provost and the Deans. The Council provides advice concerning the appointment or reappointment of academic officers, and the establishment or discontinuation of departments, programs, and other academic units. At the request of the academic administration, it provides advice on the formulation and implementation of academic policies; on the review and/or further development of the educational and research activities of the university; on the academic organization of the university; on the university budget; and on other matters of concern to the university community. The Council may, at the request of the academic administration, help formulate legislation for presentation to the Faculty Meeting.

c. In order to carry out its advisory function the University Advisory Council receives the reports produced by all standing and special faculty committees.

d. At the request of the Provost, the deliberations of the Council may be confidential.

### **3. Undergraduate Curriculum Committee**

a. The Undergraduate Curriculum Committee consists of the Dean of Arts and Sciences, who serves as chair; five faculty chosen for two-year terms in an election at-large conducted by the Faculty Senate; two faculty members appointed for one-year terms by the Dean; three undergraduate students elected by the procedures established by the Student Senate; and one graduate student elected by procedures established by the Graduate Student

Association. The Committee may invite chairs of the School Councils to participate in its deliberations as appropriate.

b. The Undergraduate Curriculum Committee oversees the undergraduate educational activities of the university. It reviews the educational and curricular activities of departments, programs, and other academic units contributing to the educational mission of the university, as well as academic rules and regulations, and makes recommendations for action to the Dean of Arts and Sciences, Provost, or Faculty Meeting, as appropriate. It is informed by the Provost of any proposed university action that might affect the educational mission, and advises the faculty on the merits of such action.

c. The Committee reviews all proposals for new undergraduate educational programs or for the discontinuation of existing programs and submits recommendations to the Faculty Meeting.

d. Acting on the basis of the recommendations of the School Councils, or the Councils of the Graduate School, the Graduate Professional Schools, or the Rabb School for Continuing Studies, the Committee approves all changes in majors, minors, programs, and other undergraduate academic requirements, as well as proposals for independent majors. The Dean of Arts and Sciences ensures that changes in the undergraduate curriculum that have important consequences for graduate or professional education are brought to the attention of the Council of the Graduate School or the Graduate Professional Schools for review.

e. The Committee is responsible for overseeing the periodic review of undergraduate academic programs mandated by faculty legislation, and for overseeing other such reviews as requested by the Provost or Dean of Arts and Sciences. The Committee ensures that faculty with appropriate scholarly expertise participate in each program review. The Committee recommends approval of the continuation of existing academic programs, or their discontinuation to the Faculty Meeting.

f. The Committee reviews all proposals for changes in the general education curriculum. Substantial changes to the general education curriculum will be submitted to the Faculty Meeting for its approval. The Dean of Arts and Sciences will determine whether a proposed change must be submitted to the Faculty Meeting.

g. The Committee makes recommendations to the appropriate academic unit or Academic Dean concerning improvements in undergraduate education.

#### **4. The Committee on Undergraduate Academic Standing**

a. The Committee consists of the Dean of Arts and Sciences or his/her designee, who will serve as chair, eight members of the faculty selected by the Dean in consultation with the Council of the Faculty Senate so as to ensure representation of each School, the Dean of Student Life, and the University Registrar.

b. The Committee on Academic Standing interprets university regulations as they apply to individual students and makes such exceptions as reason and equity may require.

c. The Committee hears all cases of required withdrawal from, and readmission to the university. It may authorize a subcommittee to carry out other functions. Appeals of decisions by the subcommittee are heard by the full Committee. The Dean of Arts and Sciences may decide to hear appeals of Committee decisions.

d. The Committee recommends to the faculty degrees and honors for undergraduates.

e. The annual report of the Committee to the faculty should provide a statistical summary of the cases it has heard and their disposition, and call attention to issues that might usefully be addressed by the Undergraduate Curriculum Committee and the Faculty.

**5. The University Budget Committee**

a. The Committee consists of the Chief Operating Officer, the Vice President for Budget and Planning, the Provost, the Senior Vice President for Students and Enrollment, and two faculty members appointed by the Provost and two faculty members appointed by the Faculty Senate. A member of the faculty selected by the Provost serves as chair. Appointment terms for faculty members will be defined by the Provost.

b. The University Budget Committee reviews the university budget proposal before its submission to the Board of Trustees, provides advice to the administration with respect to faculty interests, and reports to the faculty on its discussions.

**6. The Committee on Undergraduate Admissions and Financial Aid**

a. The Committee is composed of six members of the faculty appointed by the Provost in consultation with the Council of the Faculty Senate, the Dean of Admissions and Financial Aid and the Dean of Student Life, the Directors of Admissions and of Financial Aid, and the Vice President for Budget and Planning. The Committee is chaired by a member of the faculty, appointed by the Provost. Appointment terms for faculty members will be defined by the Provost.

b. The Committee on Undergraduate Admissions and Financial Aid provides advice to the Provost and to the Senior Vice-President for Students and Enrollment with respect to the recruitment, admission, and matriculation of undergraduate students, including undergraduate financial aid policies and practices.

**7. The Committee on Faculty Rights and Responsibilities**

a. The Committee on Faculty Rights and Responsibilities, acting on behalf of the faculty, interprets provisions of the Faculty Handbook. Under the circumstances described herein, it renders judgments concerning faculty rights and responsibilities (see section VII.A, below), and appeals arising out of faculty salary grievances (see section VII.B, below); disciplinary actions (see section VII.C, below); and appointment, tenure and promotion procedures (see section V.A.4.b.vii, above).

b. The Committee is composed of seven members, five of whom hold tenure at the time of appointment, and three alternates, not more than two of whom hold tenure at the time of appointment.

c. Four members of the Committee, three of whom hold tenure, are appointed by Faculty Senate. The Provost appoints three members of the Committee, two of whom hold tenure. The Faculty Senate and the Provost together appoint the three alternate members. No department chair or equivalent, incumbent Academic Dean, member of the Faculty Senate Council, Faculty Representative to the Board of Trustees, or member of the University Advisory Council may be appointed to the Committee on Faculty Rights and Responsibilities. Members of the Committee appointed or elected to any of these positions must relinquish their membership on the Committee.

d. Members of the Committee and their alternates are appointed for terms of not less than two years and not more than five years. Members and their alternates may be reappointed.

- e. No member of the Committee may participate in any proceeding in which he or she has a personal or professional conflict of interest. In the event of the recusal or unavailability of a Committee member for other reasons, an alternate of the Committee will participate as required.
- f. All deliberations of the Committee are confidential.
- g. The chair of the Committee is elected by the Committee from among its tenured members.
- h. The Committee determines rules of procedure not otherwise specified herein.

**8. The Intellectual Property Review Committee**

- a. The Committee consists of the General Counsel; the Executive Director of the Office of Technology Licensing; the Provost's designee; the Chief Operating Officer's designee; and four members of the faculty, two appointed by the Provost, including the committee chair, and two appointed by the Faculty Senate Council. Appointment terms for faculty members will be defined by the Provost.
- b. The Committee oversees the implementation of the Brandeis Intellectual Property Policy and serves as an appellate body in the event of disagreements between the University and the creator of intellectual property, submitting its determinations to the Provost for the final decision, all as described in and consistent with the Policy.

**E. Faculty Representatives to the Board of Trustees**

- 1. The faculty elects at-large four members, who serve as representatives of faculty views and interests to the Board of Trustees. The representatives serve for staggered three-year terms.
- 2. The Faculty Representatives report to the Faculty Senate, and to the faculty as a whole at the Faculty Meeting, on matters that come before the Board, which are of particular interest to the faculty.
- 3. Elections of Faculty Representatives are conducted by the Faculty Senate according to the same procedure used for election of Senators.

**VII. DISPUTE RESOLUTION**

Disputes involving faculty rights and responsibilities, including salary grievances, are to be resolved through action by the chair of the department or other academic administrative unit involved, the appropriate Academic Dean, or the Provost, acting in accordance with the deliberative and decision-making processes outlined below. This dispute resolution process does not apply to cases involving matters on which decision and appeal processes are guided by a separate legal procedure provided by university regulations (e.g., alleged violations of university policies on sexual harassment or the drug-free workplace). Appeals concerning the tenure and promotion process are heard by the Committee on Faculty Rights and Responsibilities in accordance with the provisions of this Handbook (see section V.A.4.b.vii, above).

**A. The Dispute Resolution Process**

**1. The Department Chair**

a. It is the responsibility of department chairs to protect faculty rights and ensure that faculty fulfill their responsibilities. Chairs should attempt to resolve issues concerning faculty rights or responsibilities, including salary recommendations, through direct discussions with the faculty member involved and/or through mediation.

b. If discussion and/or mediation with the chair does not resolve the issue to the satisfaction of all parties, the chair may take action to resolve the issue or bring the matter to the attention of the appropriate Academic Dean. Any affected party dissatisfied with the action of the chair may also bring the matter to the attention of the Dean.

c. Disputes between chairs or directors of departments, programs, or other academic units go directly to the Dean.

**2. The Academic Dean**

**(Arts and Sciences, Brandeis International Business School, or The Heller School for Social Policy and Management)**

a. When a dispute involving faculty rights or responsibilities comes to the attention of the Dean, he or she determines whether to return the dispute to the chair of the department involved, to accept the dispute for resolution, or to submit it to the Provost. At this point, the chair, the affected faculty member(s), or the Dean may call upon the Faculty Senate to facilitate resolution of the dispute.

b. If the Senate is unable to achieve agreement among the parties to the dispute within 10 working days, it informs the Dean, who then must decide the issue within 10 working days of being notified by the Senate.

c. The Dean must inform all parties to the dispute of his or her decision in writing. If the decision includes disciplinary action or sanctions against the faculty member, the Dean must specify the particular violations that provoke these sanctions.

i. The affected faculty member(s), as well as the chair, have five working days to appeal the Dean's decision to the Committee on Faculty Rights and Responsibilities. Any appeal must be submitted to the chair of the Committee in writing.

ii. In the event of an appeal, the Dean's decision goes into effect only after the Committee on Faculty Rights and Responsibilities renders its written advisory opinion, which it must do in a timely fashion.

iii. An appeal of the Dean's decision must be heard by at least five members of the Committee, including the chair and two other tenured members. The Committee may invite parties to the dispute to present their arguments to the Committee at a hearing, which is neither a trial nor subject to civil procedure. The Committee renders its opinion in writing, which may include majority and minority views.

### **3. The Committee on Faculty Rights and Responsibilities**

a. The Committee on Faculty Rights and Responsibilities evaluates the facts of the dispute, renders an opinion as to whether a violation of the Handbook has occurred and the nature thereof, and judges the appropriateness of the sanction proposed by the Dean. The Committee submits its opinion to the Dean and the parties involved.

b. If the Dean rejects the opinion of a majority of the members of the Committee considering the appeal, he or she must do so in a written response, copies of which must be given to the affected parties, including the Committee. The Dean's response must address the arguments made by the Committee in support of its opinion.

c. If the Dean accepts the majority opinion of the Committee, the decision of the Dean is final.

### **4. The Provost**

a. The affected faculty member(s) has (have) the right to appeal the Dean's rejection of a majority opinion of the Committee on Faculty Rights and Responsibilities to the Provost, who will meet separately with the affected faculty member(s) and with the participating members of the Committee before rendering a decision.

b. The decision of the Provost is final, except in cases involving suspension or dismissal.

## **B. Salary Grievance Procedure**

1. When a faculty complaint concerning salary comes to the attention of the Dean, he or she will attempt to resolve it through discussion with the faculty member and the department chair. If the faculty member is dissatisfied with the Dean's recommendation, he or she may file a salary grievance with the chair of the Committee on Faculty Rights and Responsibilities.

2. The chair of the Committee on Faculty Rights and Responsibilities will appoint three members of the Committee to serve as a confidential grievance panel.

a. The panel will hear the arguments of the Dean, the chair, and the aggrieved faculty member.

b. The grievance panel will submit a written advisory opinion to the Provost, Dean, chair, and aggrieved faculty member, addressing the arguments raised in the hearing.

3. The Provost will consider the opinion of the grievance panel in making his or her decision.

4. The decision of the Provost is final.

## **C. Suspension or Dismissal for Cause**

### **1. Authority to Suspend or Dismiss**

Authority to suspend or permanently dismiss a member of the faculty rests with the President, subject to approval by the Board of Trustees.

a. Suspension is defined as involuntary separation from the university, with salary, reduced salary, or without salary.

b. Grounds for suspension or dismissal are: gross incompetence, gross non-feasance, or grave misconduct, shown to be directly and substantially related to the faculty member's academic fitness. Grave misconduct may include, but is not restricted to, deliberate and serious

disruption of normal academic operations, contravention of the principles of academic freedom, misconduct in research, or serious personal misconduct.

c. A member of the faculty may not be suspended prior to completion of the procedures defined below, unless the President, following consultation with the Faculty Senate Council, finds exceptional and imminent danger of serious harm to the faculty member, to others, or to the university by the faculty member's continuance. In extraordinary circumstances, the President may suspend a faculty member without prior consultation, provided the President consults with the Faculty Senate Council within 48 hours after imposing the suspension.

## **2. Procedure for Suspension or Dismissal**

a. Action to suspend or permanently dismiss a member of the faculty is initiated by the Provost. When considering suspension or dismissal, the Provost will first consult with the Faculty Senate Council.

b. If the Provost decides to pursue suspension or dismissal, he or she will submit the case for either suspension or dismissal to the Committee on Faculty Rights and Responsibilities, as well as to the faculty member involved, in a written statement that includes a description of the alleged violations of the Handbook that warrant such action, all evidence supporting these allegations, and evidence that other dispute resolution processes set forth in this Handbook, and lesser sanctions, have been exhausted. The salary of the faculty member continues to be paid until the conclusion of this process.

c. The Committee on Faculty Rights and Responsibilities reviews the Provost's statement and either supports or rejects the proposed sanction. All proceedings of the Committee are strictly confidential. The Committee determines its own rules of procedure, except as specified herein. Participation in the proceedings of the Committee is restricted to members of the campus community. The proceedings of the Committee are neither a trial nor subject to the procedures of civil courtrooms. Participants may not be represented by counsel within these proceedings.

i. The faculty member involved must be allowed to present his or her case to the Committee, in writing as well as in person, and to present pertinent individuals who will speak in his or her behalf. The faculty member may be accompanied by not more than two advisors.

ii. The Provost must be allowed to present his or her case for suspension or dismissal in person, to present pertinent individuals, and to be accompanied by not more than two advisors.

iii. The faculty member, the Provost, and the Faculty Senate each may appoint an observer, who will attend but not participate in the proceedings.

iv. If the charge against the faculty member alleges scholarly incompetence, the Committee must secure evaluation from appropriate scholars outside Brandeis University.

v. The President will assure that the Committee receives confidential secretarial assistance, a stenographer to prepare transcripts, and other assistance as may be necessary.

d. The Committee renders an opinion as to whether suspension or dismissal is warranted or not. Insofar as possible, the Committee should reach a unanimous decision. If the Committee is divided, the nature and extent of the division must be explained in the Committee's opinion(s). All participating members of the Committee must sign the opinion(s). The Committee will act as expeditiously as is consistent with fair and thorough consideration.

e. If, after considering the opinion(s) of the Committee, the Provost decides to pursue suspension or dismissal, the Provost submits his or her recommendation and all materials to the President. The President decides whether to recommend suspension or dismissal to the Board of Trustees.

f. If the President submits a recommendation for suspension or dismissal to the Board of Trustees, that recommendation must be accompanied by all materials.

g. Before reaching a final decision that would contravene the opinion of the Committee on Faculty Rights and Responsibilities, duly authorized representatives of the Board of Trustees will meet with the Committee to discuss its opinion.

h. The decision of the Board of Trustees is final.

### **3. Salary**

If a faculty member is dismissed for cause, his or her salary ends at a time to be determined by the Board of Trustees, but in no case earlier than the effective date of dismissal.

## **D. Dismissal Due to Financial Exigency**

1. Dismissal due to financial exigency is defined as a tenure appointment voided due to the University's financial exigency.

2. Dismissal due to financial exigency requires approval of the Board of Trustees.

3. Financial exigency must be demonstrably *bona fide*.

## **VIII. ADOPTION AND AMENDMENT OF THE FACULTY HANDBOOK**

1. Proposals for further revision of the Handbook may be placed on the agenda of the Faculty Meeting by

a. the Faculty Senate;

b. the Committee on Faculty Rights and Responsibilities;

c. the Provost or Academic Deans; and

d. the President.

2. Proposals for further revision of the Handbook must be adopted by the Faculty Meeting by a two-thirds vote of the members present and voting at two meetings in a single academic year, and approved by the Board of Trustees.