

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 Bylaws state:

- “1. The President of the University is the Chief Executive Officer of the University, charged with the responsibility for all academic, administrative, financial and other activities and with the execution of all policies established by the Board of Trustees. The President shall be a member of each faculty.
2. The Provost, those Vice Presidents reporting directly to the President, the General Counsel, and members of the Faculty within the tenure structure are appointed or promoted by the Board of Trustees upon the recommendation of the President of the University.”

The Board and the President have jointly delegated to the Faculty primary 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 Board Bylaws specify: “The President may delegate to academic and administrative officers such matters as he or she may deem appropriate,” Board Bylaws, IX, sections B.1-3. 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 resolutions 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 undergraduate, graduate, and non-degree programs, and to augment the teaching and research activities of the university 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

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. Instructor

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

ii. Appointments as instructor may be renewed.

b. 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.

c. 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.

d. 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 their special qualifications.

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

e. 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.

f. 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.

g. 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.

h. 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.

j. 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).

k. 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.

i. 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, they are 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, the Vice President of the Rabb School, 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 (or equivalent as defined in section IV.E.3 below). 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 within the tenure structure 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. Expectations of scholarly and/or creative activity for faculty outside the tenure structure are defined by the terms of their position.
- 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 and on the Tenured Promotions Committee for appointments, tenure, and promotion, as defined in this Handbook (see section V.A.4.b.i.(6) and (7), below). Faculty are responsible for maintaining the confidentiality of *ad hoc* committee and Tenured Promotions 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 their Academic 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 their department chair to determine whether an outside commitment is exempt from approval by the appropriate Academic Dean. Department chairs are expected to consult with the appropriate Academic 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 workload 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 workloads of individual faculty are determined by the appropriate Academic Dean(s) in consultation with the department chair(s) (or equivalent).

(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 workload 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 workloads, the appropriate Academic Dean 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 and the appropriate Academic Dean, 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 their recommendation for leave to the appropriate Academic Dean. The Dean confirms the faculty member's eligibility for sabbatical leave and sends their recommendation to the Provost for final approval. 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 semesters 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 and the appropriate Academic Dean. Such leaves may be

granted for one year and are not normally renewed for more than one additional year. Leave beyond one additional year must be requested of the appropriate Academic Dean by the department chair and approved by the Provost.

ii. A written request for leave of absence without pay, or renewal of such leave, is made by the faculty member to their department chair, who sends the request and their 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 Executive 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 all academic units (the School of Arts, Humanities, and Culture; the School of Business and Economics; the School of Science, Engineering, and Technology; the School of Social Sciences and Social Policy; and the Rabb School of Continuing Studies) is consistent with the principles and provisions of this Handbook. The Vice Provost for Undergraduate Affairs and the Vice Provost for Graduate Affairs report directly to the Provost. The Academic Deans of each School report directly to the Provost.

The Provost may appoint additional Vice Provosts and Associate Provosts, in accordance with the procedures described in this Handbook.

The Provost may appoint one or more Assistant Provosts.

B. Vice Provosts

The Vice Provosts of the university report to the Provost and have responsibility for leading the development and implementation of new programs, overseeing the curricula, advising the Provost on faculty appointment, reappointment, tenure, and promotion processes, as provided for by this Handbook and as needed to support the university. Vice Provosts may act as the Provost's agent or designee for processes outlined by the Handbook.

1. Vice Provost for Undergraduate Affairs

The Vice Provost for Undergraduate Affairs reports to the Provost and, in collaboration with the Provost, has administrative responsibility for undergraduate education, implementation and assessment of academic programs, the core curriculum, and all other institutional efforts that

support undergraduate education.

The Vice Provost for Undergraduate Affairs is responsible for implementation of academic rules and regulations, academic advising, promotion of academic integrity, advising the Provost on necessary faculty staffing and development to support these areas and for oversight of interdepartmental programs and other cross-school initiatives.

The Vice Provost for Undergraduate Affairs collaborates with the Vice Provost for Graduate Affairs on overlapping concerns, including graduate students serving as teaching assistants, combined undergraduate and master's degree programs, and pathways for undergraduates into Brandeis graduate programs.

2. Vice Provost for Graduate Affairs

The Vice Provost for Graduate Affairs reports to the Provost and, in collaboration with the Provost, has administrative responsibility for graduate education, implementation and assessment of academic programs, and all other institutional efforts that support graduate education.

The Vice Provost for Graduate Affairs is in charge of graduate faculty governance (the Graduate Council outlined in this Handbook), overseeing graduate student life, administering policies pertaining to graduate students, coordinating PhD admissions, collaborating with academic units to fund doctoral programs, and working with Rabb/GPS to develop strategic master's degree programs.

The Vice Provost for Graduate Affairs is responsible for implementation of academic rules and regulations, academic advising, promotion of academic integrity, advising the Provost on necessary faculty staffing and development to support these areas.

The Vice Provost for Graduate Affairs collaborates with the Vice Provost for Undergraduate Affairs on overlapping concerns, including graduate students serving as teaching assistants, combined undergraduate and master's degree programs, and pathways for undergraduates into Brandeis graduate programs.

C. Academic Deans

The Academic Deans of the School of Arts, Humanities and Culture; the School of Business and Economics; the School of Science, Engineering, and Technology; and the School of Social Sciences and Social Policy, report to the Provost. In collaboration with the Provost, they have administrative responsibility for faculty appointment, reappointment, tenure, and promotion processes for their respective Schools, as provided for by this Handbook.

Acting in close cooperation with the Provost, the Academic Deans have administrative responsibility for graduate and undergraduate education and the research functions of the university in their respective School. Academic Deans are responsible for implementation of academic rules and regulations, academic advising, promotion of academic integrity, 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 their School.

Academic Deans may appoint one or more Associate Academic Dean(s), in accordance with the procedures described in this Handbook and with the approval of the Provost.

Academic Deans may appoint one or more Assistant Academic Dean(s) with the approval of the Provost.

D. Procedures for Establishment or Discontinuation of a Deanship

1. With respect to the establishment or discontinuation of a deanship, vice provostship, 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 their 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.

E. Departments/Academic Administrative Units

For the purposes of this Handbook, the term "department" denotes the academic administrative units of the four primary Schools: the School of Arts, Humanities, and Culture; the School of Business and Economics; the School of Science, Engineering, and Technology; and the School of Social Sciences and Social Policy. The term "chair" denotes the head of these academic administrative units.

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, reassigned to departments by the Provost, acting under the authority of the President, and in consultation with the relevant Academic Dean(s), department(s)/academic administrative unit(s) in question, and the faculty member concerned.

3. The Department Chair

a. appointment

i. The Academic Dean, in consultation with the Provost, appoints the chair of each department. Recommendations originate from the department. If the department fails to recommend a candidate, or the Academic Dean rejects the departmental nominee, the Academic Dean will establish a consultative process including representatives of the department to determine the chair. In exceptional circumstances, the Academic 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 Academic Dean,
 - (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 appropriate Academic Dean;
 - (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 to the Academic Dean 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 appropriate Academic Dean and Provost with respect to university service of department faculty; and
 - (10) assists the appropriate Academic 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.

F. Interdepartmental Programs, Centers and Institutes

1. Membership

Members of the faculty may be appointed or reassigned to interdepartmental programs, centers, and institutes by the Provost, acting under the authority of the President, and in consultation with the appropriate Academic Dean(s), and Department(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, and institute.
- b. The chairs of interdepartmental programs, and directors of those centers and institutes that report to an Academic Dean, are appointed or reappointed by the appropriate Academic Dean. The directors of centers and institutes that report to the Provost are appointed or reappointed by the Provost. In all cases, appointments are for a defined term, and are determined using an agreed-upon process that includes consultations with relevant faculty and, if present, the appropriate faculty committee.

c. The chairs of interdepartmental programs, and the directors of centers and institutes, acting in consultation with the faculty committee, are responsible for all functions of their respective interdepartmental programs, centers or institutes.

d. The chair or director discusses matters pertaining to the functions of their interdepartmental program, center or institute at meetings of the faculty committee.

G. Establishment and Discontinuation of Departments, Programs, Centers and Institutes

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 Vice President of the Rabb School, and the Committee on Academic Standards and Policy 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.2.g. below).
- b. Proposals concerning graduate programs must be submitted to the Graduate Council for review (see section VI.C.2.b. below).
- c. Proposals concerning summer, special, and continuing studies programs must be submitted to the Provost's Office for review.

2. Process

a. The Provost, acting on the advice of the Academic Deans or the Vice President of the Rabb School, 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 their 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 approval by the Faculty Meeting.

V. APPOINTMENT, REAPPOINTMENT, TENURE AND PROMOTION

A. Faculty

1. Qualifications

Within the tenure structure, the qualifications of a candidate for appointment, reappointment, promotion and/or the award of tenure consist of their scholarship, research, and/or creative activity; teaching; and professional activities, including service to the university. Outside the tenure structure, the relevant qualifications of a candidate for appointment, reappointment, or promotion are determined by the terms of the position, in accordance with Contract Faculty Guidelines, approved by the Committee on Faculty Rights and Responsibilities.

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 they are 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 their 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 Provost 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) or program(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 their 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. Their 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. definitions

(1). For the purposes of reappointment within the tenure structure, the term "department" denotes the academic administrative unit(s) to which the candidate is being reappointed.

(2). The term "chair" denotes the head of the academic administrative unit of the reappointment candidate.

b. deadlines

Each year the Office of the Provost will provide departments, as well as each individual candidate for reappointment, with a set of deadlines for completion of the process. Department chairs are responsible for ensuring that departments meet the established deadlines.

c. 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 six months before 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 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 their 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 Provost. 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 appropriate

Academic 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.e. of this Handbook), the candidate must be informed by the Provost's Office 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. The May 31 deadline assumes an appointment that began in the fall semester. For those Assistant Professors whose appointment began in the spring semester (in January), candidates must be informed by the Provost's Office in writing about the outcome of their tenure and promotion review before November 30 of the seventh year in rank as Assistant Professor. 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.

d. associate professor in the tenure structure, without tenure

i. An Associate Professor in the tenure structure without tenure must be informed by the Provost's Office 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 academic year. The May 31 deadline assumes an appointment that began in the fall semester. For those Associate Professors whose appointment began in the spring semester (in January), candidates must be informed by the Provost's Office in writing before November 30 of the penultimate year of appointment whether tenure has been granted or the appointment will terminate at the end of the next calendar 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).

e. postponements

A faculty member who has 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 in cooperation with Human Resources. The faculty member must notify the Provost's Office and the appropriate Academic 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 unless otherwise required by law.

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 Academic Deans 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, and the term "committee," if not further modified, refers to both the *ad hoc* committee and the Tenured Promotions Committee.

(2). The term "chair" denotes the chair of the department(s) 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 their 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 department(s) 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.

(5). The "departmental summary" is prepared by the department 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.

(6). The "*ad hoc* review committee" is appointed by the Provost's Office in consultation with the appropriate Academic Dean. It includes four members of the Brandeis University

faculty from a department other than that of the candidate, chosen to achieve representation of appropriate disciplines. The Provost or appropriate Academic Dean 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. *Ad hoc* committees for candidates for appointment to Professor with tenure who do not hold or have not held tenure at another institution will include two faculty from other universities, professional schools, or research institutions in the same, or a closely related, discipline as the candidate. The outside faculty participants will be chosen by Provost's Office in consultation with the appropriate Academic Dean or designee in consultation with the departmental chair or representative, 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 appropriate Academic Dean. It submits its report to the Provost, who makes their recommendation to the President.

(7). The "Tenured Promotions Committee" (TPC) is a standing committee that reviews promotions from (tenured) associate professor to full professor, and appointments at the full professor rank where the faculty member has held tenure at another institution. The TPC is composed of seven tenured full professors. The tenured faculty of each Academic School elects one member to the committee, resulting in four elected members. The remaining three members of the committee are chosen by the Provost in consultation with the Faculty Senate and the Academic Deans. No more than two members from each Academic School may serve on the committee at any given time. One member shall serve as chair, selected each year by the members of the committee.

Members serve a three-year term and may be elected or appointed to a second term. However, the terms of the initial members of the committee shall include two one-year terms, two two-year terms, and three three-year terms, in order to create staggered terms going forward. After completing their service on the committee, a member is not eligible to serve again until two academic years have elapsed. Members of the committee will receive compensation for their service, scaled to the level of activity of the committee. The names of the committee members are in the public domain.

The full committee shall vote on each case brought before it. However, any member from the department of the candidate under consideration must recuse themselves from participation in the case. The committee shall establish three-person subcommittees to present each case to the full committee and to draft the committee's report; subcommittee membership shall be held in confidence.

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 their 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 appropriate Academic Dean, 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 appropriate Academic Dean 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, departmental report, and departmental summary must be completed and submitted to the appropriate Academic Dean, in accordance with the established deadline.

iii. The appropriate Academic Dean

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

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

(3). The Academic Dean must establish an *ad hoc* review committee for each candidate recommended by a department for promotion to associate professor with tenure or for an initial appointment as associate professor with tenure or professor with tenure in accordance with the procedure defined above (section V.A.4.b.i.(6), "ad hoc review committee"), except as provided for by this Handbook (see section V.A.4.b. ix, "institutional need," below), and must submit to the Tenured Promotions Committee each candidate recommended by a department for promotion to full professor.

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

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

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

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

iv. **the *ad hoc* committee and the Tenured Promotions Committee**

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

(2). The 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 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 scholars and the appropriate Academic Dean, or at a meeting of the Tenured Promotions Committee including the appropriate Academic Dean. The departmental representative presents the departmental report to the *ad hoc* committee or to the subcommittee of the Tenured Promotions Committee that will be presenting the case to the full committee. The representative will be available during deliberations to answer questions, but will not participate in, or be present at, the deliberations or preparation of the committee's report.

(4). The outside scholars will participate fully in the deliberations of the *ad hoc* committee concerning the qualifications of the candidate they have been asked to evaluate, and in the preparation of the *ad hoc* committee report. The Academic Dean is present at, and may participate in, all deliberations of the *ad hoc* committee or the Tenured Promotions Committee, 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 scholars, or the Tenured Promotions Committee 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 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 scholars. No member of the committee may submit a report or opinion independently of the committee's report.

(6). When the committee submits its report to the Academic Dean, the Academic Dean informs the department of the committee's recommendation. The Academic Dean may concur with the recommendation and forward it along with a letter of endorsement to the Provost, or reject it.

(7). If the Academic Dean is considering rejecting the recommendation, they will convene a meeting with the university members of the committee.

(8). In all cases, the Academic Dean submits a written explanation of their final decision

to the Provost, accompanied by all relevant materials, which includes the report of the committee. The Academic Dean also submits a written explanation of their decision to the department and to the candidate.

v. The Provost

(1). Upon receipt of a recommendation from the Academic Dean, 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 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, they will send their 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 Academic Dean, the Provost must submit a written explanation of their decision to the President, the Academic Dean, the department, and the candidate.

vi. The President

(1). The President reviews all recommendations by the Provost.

(2). The President and Provost present 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 Academic Dean, Provost, or President

If a conflict arising out of the departmental or programmatic affiliations of the Academic Dean, 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. definitions

- i. For the purposes of appointments and promotions outside the tenure structure, the term "department" denotes the academic administrative unit(s) to which the candidate is being appointed/promoted.
- ii. The term "chair" denotes the chair of the academic administrative unit of the appointment/promotion candidate.

b. process

Appointments outside the tenure structure are authorized by the Provost, on the recommendation of the appropriate Academic Dean, on the basis of criteria and in accordance with a process that is governed by Contract Faculty Guidelines, approved by the Committee on Faculty Rights and Responsibilities. All appointments must be in accordance with university policies and the following provisions of this Handbook.

c. appointment and promotion

Proposals for appointment or promotion to the rank of Associate Professor, Associate Research Professor, Associate Professor of the Practice, Research Professor, Professor of the Practice, or Professor outside the tenure structure are submitted by the relevant department to the appropriate Academic Dean. Upon receipt of a proposal to appoint or to promote, the Academic Dean will refer the question to the Provost's Office, which will initiate the committee-review process. The requirement for review does not apply to initial appointments to the rank of Associate Professor of the Practice not exceeding three years' duration.

i. The review committee, which may take the form of an *ad hoc* committee or of a standing OTS review committee, will consist of at least three members of the Brandeis faculty who hold appointments equal to or higher than the contemplated rank, and who may represent ranks from both within and outside the tenure structure. One member shall serve as chair, selected each year by the members of the committee.

ii. Through the Provost's Office, review committee members may seek clarification on any aspect of the case before the committee is due to form its recommendation.

iii. The 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.b, above.

iv. The review committee submits its recommendation to the appropriate Academic Dean, who decides whether to recommend appointment or promotion to the Provost.

v. The Provost receives the Academic Dean's recommendation and makes a final determination to appoint or to promote the candidate.

d. terms of appointment

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

ii. Initial appointment to the ranks of Associate Professor, Associate Research Professor,

Associate Professor of the Practice, 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 funding.

6. Reappointment outside the Tenure Structure

a. **reappointments to the rank of Instructor, Lecturer, Senior Lecturer, visiting faculty, or with in-residence or adjunct status**, are made according to a process governed by Contract Faculty Guidelines, approved by the Committee on Faculty Rights and Responsibilities.

i. Criteria for reappointment will include consideration of the candidate's teaching, scholarship and/or creative work, as relevant to the position; 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 Academic Dean reviews the reappointment recommendation and decides whether to recommend the candidate for reappointment to the Provost.

iii. The Provost receives the Academic Dean's recommendation and makes a final determination to reappoint the candidate.

b. **reappointment to the rank of assistant research professor, associate research professor, research professor, associate professor of the practice (after the successful completion of a review committee) 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 (research and/or creative work), as relevant to the position; the educational and service needs of the academic unit; and university needs. Reappointments are made according to a process governed by the Contract Faculty Guidelines, approved by the Committee on Faculty Rights and Responsibilities. Reappointment will be for a term recommended by the appropriate Academic Dean and affirmed 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 Committee on Academic Standards and Policy 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 in writing by the Council of the sense of the Senate, including a non-binding vote. The Senate may request a special meeting with the President so that they 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 Committee on Academic Standards and Policy, the Council of the Faculty Senate, and the Senate.

e. The President will consult in a timely fashion with the Council of the Faculty Senate and the Committee on Academic Standards and Policy 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.

g. In the case of the appointment of an Interim Provost, the President consults with the Council of the Faculty Senate at the earliest possible date concerning possible candidates and their credentials. In the case of a renewal of an Interim Provost, the President consults in a timely fashion with the Council of the Faculty Senate and the Committee on Academic Standards and Policy, and the Council of the Senate then reports to the Senate and shares in writing with the President the sense of the Senate, including a non-binding vote of the Senate.

2. Academic Deans

a. In the event an academic deanship, associate deanship, vice provostship, 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 they 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 Committee on Academic Standards and Policy 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, passes resolutions, and takes other actions on matters within its purview as defined by this Handbook and consistent with the Board Bylaws; 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 Chair of the Faculty Senate or a member of the Senate Council presides over the Faculty Meeting. The President provides a report to the faculty at each Faculty Meeting; if the President is unable to attend, the Provost shall provide a report. 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. 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 complete and consecutive semesters;
 - iii. The President, Provost, Vice Provosts, and the Academic Deans;
 - 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 Faculty Senate Chair distributes the agenda and text(s) of proposed faculty resolutions 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 are distributed either by delivering them to the campus mailboxes of voting members or by delivering them electronically.
- c. Meetings and votes are conducted according to Robert's Rules of Order, except as provided herein. The Provost appoints the parliamentarian. Faculty can attend meetings in person or online. Faculty Meetings are recorded for all faculty to view after the meeting.
- d. Minutes are circulated to all members of the faculty and officers of the administration, and approved by the Faculty Meeting.

e. Faculty resolutions are normally formulated by the Faculty Senate or a faculty committee as defined in this Handbook (see section VI.D., below). Procedure for changing the Handbook is clarified in Section VIII.

i. Except for amendments to pending motions and Handbook changes, all resolutions must be approved by electronic votes following the Faculty Meeting. All Handbook changes are subject to the provisions of VIII.b., and must be approved by electronic vote following two separate Faculty Meetings; provided that once approved by the first electronic vote, no further amendments are allowed to the proposed changes.

ii. Electronic voting on final motions will occur within two business days following the meeting. The Provost's Office will partner with the Chair of the Faculty Senate to send the voting-eligible faculty the final motions within 2 business days. The voting will remain open for five business days after the meeting. Results will be shared no later than two business days after voting closes. All votes will be confidential but not anonymous. Report of voting results will only be shared in the aggregate to ensure that no individual can be identified.

iii. A second reading and vote of a proposed Handbook amendment may be waived only by a two-thirds vote, with one-third of the eligible voting membership present and voting.

f. Handbook changes adopted by the Faculty Meeting are subject to approval by the Board of Trustees. The Provost presents adopted Handbook changes 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 changes in the Handbook 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 resolutions or proposals for other actions for consideration by the Faculty Meeting;

ii. reviews proposed resolutions before their 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 Academic Deans;
 - 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. The School of Arts, Humanities, and Culture; the School of Business and Economics; the School of Science, Engineering, and Technology; and the School of Social Sciences and Social Policy each elects three members. One member is elected by the emeritae/emeriti faculty from their ranks, one is elected by those faculty who cannot vote in faculty meetings, and five are elected at large.
 - ii. To be eligible for election, a candidate must be a member of the faculty within the tenure structure or on a multi-year contract 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. All emeritae/emeriti faculty members are eligible to run for the emeritae/emeriti seat.
 - 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 conducted electronically. Candidates are elected by plurality. The election of the Chair occurs at the first Senate meeting of the year. The term of the Chair is one year. The emerita/emeritus Senator is not eligible to serve as chair. A seated Chair may be re-elected but may serve for no more than three consecutive terms followed by a three-year hiatus. The term of a Chair who is vacating a Senate seat will extend through the summer, until the first Faculty Meeting. If a seated Chair is running for re-election, the longest-serving member of the Senate will conduct the discussion and election.
- b. The first Senate meeting is held during the first month of the academic year. 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.
- c. 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 Academic School may serve on the Senate Council. The emerita/emeritus Senator is not eligible to serve on the Senate Council.

C. School and Graduate Councils

The faculty also contribute to governance of the university through the Council for the School of Arts, Humanities, and Culture; the Council for the School of Business and Economics; the Council for the School of Science, Engineering, and Technology; the Council for the School of Social Sciences and Social Policy (“the School Councils”); and the Graduate Council. 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, the Vice President of the Rabb School, the Vice Provosts of Undergraduate and Graduate Affairs, and the Provost, as appropriate.

1. Structure

- a.** The School Councils consist of the chairs of each school's departments and majors, or their designated representatives. The Graduate Council consists of a representative of each PhD or master's program, the Vice President of Rabb, and one representative from the Rabb School. Graduate student representatives from each Academic School, if interested, may serve on the Graduate Council.
- b.** The Academic Dean is the Chair of each School Council.
- c.** The Vice Provost for Graduate Affairs serves as chair of the Graduate Council.

2. Functions

- a.** The School Councils 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 School Councils also consider other issues as requested by the Academic Deans, Vice Provosts, or Provost.

- i. Each School 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 Academic Dean(s) and the chair of the department or major involved.

- ii. Each School 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 deliberations. Each School Council will attempt to avert unnecessary duplication of faculty effort, and ensure the academic quality of course offerings.

- iii. School Councils may review other curricular issues at the request of the Provost's Office, Academic Deans, departments, or programs.

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

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

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

- b. The Graduate Council considers matters related to doctoral and master's degree programs in the School of Arts, Humanities, and Culture; the School of Business and Economics; the School of Science, Engineering, and Technology; the School of Social Sciences and Social Policy; and the Rabb School. Subject to the approval of the Board of Trustees, the Graduate Council recommends the establishment or discontinuation of such graduate degree programs and their requirements. The Council reviews proposals with respect to these degree programs; makes

recommendations for the award of advanced degrees in these programs; and formulates, subject to the approval of the Provost and the appropriate Academic Dean, regulations governing these programs. The Vice Provost for Graduate Affairs 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.

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.
- e. The selection of the faculty committee members is determined by each Academic School as agreed upon by that unit and overseen by the appropriate Academic Dean. All standing University Committees will have one member selected from each of the Academic Schools. The Provost's Office will provide a list of voting-eligible faculty at the first day of classes for each semester to each Academic Dean. The Provost's Office may provide updates after the add/drop period based on change in status for faculty.
- f. Non-faculty members of committees shall continue to be appointed by the Provost.

2. University Committees

a. Committee on Strategy and Planning

- i. The Committee on Strategy and Planning advises the President about the annual and long-term priorities for the university derived from Board-approved institutional priorities. The committee will tackle strategic questions and match priorities and strategic decisions to budget priorities at the highest level. The Committee on Strategy and Planning will have one subcommittee – the Budget and Priorities Subcommittee. The Subcommittee will analyze and quantify high-level financial priorities. The Subcommittee will be the forum through which each part of the university will put forward its needs and priorities and learn about the needs and priorities of other areas. The Subcommittee will review the university budget proposal before the budget submission to the Committee on Strategy and Planning.
- ii. The Committee is chaired by the President and composed of the Provost, Vice Provosts, Executive Vice President for Finance and Administration, the Academic Deans and the Vice President of the Rabb School, and five faculty. One faculty member will be elected from each Academic School, and one member of the Faculty Senate, elected by the Senate annually. The committee will meet at least monthly.

iii. The Subcommittee is comprised of members of the Committee and is co-chaired by the Provost and the Executive Vice President for Finance and Administration. The Subcommittee must include two faculty members and relevant staff, including the Chief Financial Officer, as needed. The Subcommittee will meet at least monthly and report on cross-institution financial needs and budgets at each meeting of the Committee on Strategy and Planning.

iv. Except for the Faculty Senate representative, who is elected annually, the first group of faculty elected for this committee will serve two- or three-year terms, decided at random by the chair of the committee. Faculty elected for this committee after the first group will all be elected for three-year terms.

b. Committee on Academic Standards and Policy

i. The Committee on Academic Standards and Policy advises the Provost concerning curriculum, the course approval process across Academic Schools, the coordination of policy manuals across Academic Schools and the coordination and communication of degree and program requirements. The Committee reviews all academic policies pertaining to students, addresses systemic advising issues, offers policy guidelines, coordinates student support across Academic Schools and develops new academic and co-curricular opportunities. In addition, the Committee will review proposals to start new academic program units or conclude current ones.

ii. The Committee is chaired by the Provost and composed of the Academic Deans, the Vice President of the Rabb School, and four faculty. One faculty member will be selected from each Academic School. The committee will meet at least monthly.

iii. Any subcommittee formed in this committee must include at least two faculty members.

iv. The first group of faculty selected for this committee will serve two- or three-year terms, decided at random by the chair of the committee. Faculty selected for this committee after the first group will all be selected for three-year terms.

v. The Provost appoints staff representatives ex officio to the committee.

c. Committee on Teaching, Learning and Assessment

i. The Committee on Teaching, Learning and Assessment coordinates efforts to improve teaching and learning on campus and mediate between the expectations of accreditation bodies and the norms of faculty. It reports regularly to faculty about what we know about teaching and learning at Brandeis and trends in outcomes over time. The committee also works with different academic units such as the Center for Teaching and Learning, the Committee for the Support of Teaching, the Experiential Learning Committee and the Rabb School's eLearning Division to communicate and facilitate cross-fertilization.

ii. The Committee is chaired by the Vice Provosts or their designee and is composed of five faculty as well as staff members invited by the Provost. One faculty member will be appointed from each of the Academic Schools and one from the Rabb School. The Director of the Center for Teaching and Learning will serve ex officio.

iii. This committee will advise the Provost and make recommendations to the Committee on Academic Standards and Policy.

iv. Student representatives, selected by their peers, may serve on the Committee in a non-voting capacity at the discretion of the chair.

v. The first group of faculty selected for this committee will serve two- or three-year terms, decided at random by the chair of the committee. Faculty selected for this committee after

the first group will all be selected for three-year terms.

d. The Committee on Faculty Rights and Responsibilities

i. 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).

ii. 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.

iii. Four members of the Committee, three of whom hold tenure, are appointed by the 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, incumbent Academic Dean, faculty member appointed to the Provost's Office, member of the Faculty Senate Council, Faculty Representative to the Board of Trustees, or member of the Committee on Strategy and Planning or the Committee on Academic Standards and Policy 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.

iv. 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.

v. No member of the Committee may participate in any proceeding in which they have 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.

vi. All deliberations of the Committee are confidential.

vii. The chair of the Committee is elected by the Committee from among its tenured members.

viii. The Committee determines rules of procedure not otherwise specified herein.

ix. The Committee will receive training at the beginning of their term.

e. The Intellectual Property Review Committee

i. The Committee will be an administrative committee in the Office of the Provost. The Committee consists of the General Counsel; the 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.

ii. 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.

f. Committee on Access and Excellence

i. The Committee on Access and Excellence will coordinate with the Office of Access and Excellence to solicit guidance from the Brandeis community on how to expand access, inclusion, and belonging initiatives;

ii. The Committee will consist of one faculty member from each Academic School, two faculty members at large, and a representative from the Faculty Senate. The Committee will also include one staff member appointed by BUSAC, one undergraduate student member appointed by the Student Union Senate, and one graduate student appointed by the Graduate Student Council. Candidates may self-nominate or be nominated by the Office of Access and Excellence or the Faculty Senate. Faculty members will be appointed by the Senate under consultation with their School and the Office of Access and Excellence.

1. The Vice Provost for Access and Excellence, the Director of the Office of Equal Opportunity, and a representative from the Ombuds Office will serve ex officio on this committee along with the Vice President of Human Resources or a delegate from the Office of the EVP of Finance and Administration.
2. The Committee will elect its own chair annually.
3. Faculty members will serve staggered three-year terms. Staff and student representatives will serve single year terms.

iii. The Committee will determine their meeting schedule each semester.

iv. Committee Responsibilities

1. Collaborate with the Office of Access and Excellence regarding best practices to create a strong sense of belonging;
2. Act as advisory group to the Vice Provost for Access and Excellence and the Provost's Office on access, inclusion and belonging issues;
3. Provide input as to meaningful access, inclusion, and belonging training for faculty and staff;
4. In collaboration with the Office of Access and Excellence, the committee will participate in town halls to present on any initiatives;
5. Provide an annual report (when feasible or necessary) in writing or in person to the Provost, the EVP of Finance and Administration, the Senate, and the full faculty.

g. Undergraduate Curriculum Committee

i. The Undergraduate Curriculum Committee consists of the Vice Provost for Undergraduate Affairs or their designee, who serves as Chair, the Academic Deans or their designees, and one faculty member from each Academic School selected for two-year terms. Three undergraduate students will be elected by the procedures established by the Student Senate; and one graduate student will be elected by procedures established by the Graduate Student Association.

ii. 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 Provost, Academic Dean, 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.

iii. The Committee reviews all proposals for new undergraduate educational programs or for the discontinuation of existing programs and submits recommendations to the Committee on Academic Standards and Policy, who then submit the recommendations to the Faculty Meeting.

iv. Acting on the basis of the recommendations of the Academic Deans, School Councils, or the Graduate Council, the Committee approves all changes in majors, minors, programs, and other undergraduate academic requirements, as well as proposals for independent majors. The Vice Provost ensures that changes in the undergraduate curriculum that have important consequences for graduate or professional education are brought to the attention of the Graduate Council for review.

v. The Committee is responsible for overseeing the periodic review of undergraduate academic programs mandated by faculty resolutions, and for overseeing other such reviews as requested by the Provost or appropriate Academic Dean. 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.

vi. 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 Provost will determine whether a proposed change must be submitted to the Faculty Meeting.

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

viii. The Committee reports at least each semester to the Committee on Academic Standards and Policy to coordinate the Arts & Sciences curriculum with other curriculum and policy issues across campus.

h. The Committee on Undergraduate Academic Standing

i. The Committee consists of the Academic Deans, who will serve as chair in annual rotation, eight members of the faculty selected by the Provost's Office and the Dean of Academic Services in consultation with the four Academic Deans; the Dean of Students and the University Registrar also serve on this committee.

ii. The Committee on Academic Standing enacts university regulations approved by the Committee on Academic Standards and Policy as they apply to individual students and makes such exceptions as reason and equity may require.

iii. 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 Provost may decide to hear appeals of Committee decisions.

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

v. 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.

vi.

E. Faculty Representatives to the Board of Trustees

a. The faculty elects four members, one from each of the four Schools, who serve as representatives of faculty views and interests to the Board of Trustees. All faculty are eligible to vote in all such elections. The representatives serve for staggered three-year terms.

In the event that no faculty member from a School is nominated or accepts a nomination when it is that School's turn to fill a seat, the position shall convert to an at-large position

for that election cycle, for which any faculty member may be nominated and elected. The position shall revert to being a School-designated seat in the next election cycle.

b. 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.

c. 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).

The full dispute resolution process outlined below (sections VII.A, VII.B, VII.C and VII.D) applies to the following members of the faculty:

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

Disputes involving all other faculty will follow the dispute resolution process up to and including the first sentence of paragraph VII.C.2.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," i.e., a dispute may ultimately advance to the President, but it will not progress beyond the President to the Board of Trustees: the President will render a final decision.

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 Academic Dean.

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

2. The Academic Deans

- a. When a dispute involving faculty rights or responsibilities comes to the attention of the Academic Dean, they determine 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 Academic 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 ten working days, it informs the Academic Dean, who then must decide the issue within ten working days of being notified by the Senate.
- c. The Academic Dean must inform all parties to the dispute of their decision in writing. If the decision includes disciplinary action or sanctions against the faculty member, the Academic 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 Academic 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 Academic 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 Academic 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 Academic Dean. The Committee submits its opinion to the Academic Dean and the parties involved.
- b. If the Academic Dean rejects the opinion of a majority of the members of the Committee considering the appeal, they must do so in a written response, copies of which must be given to the affected parties, including the Committee. The Academic Dean's response must address the arguments made by the Committee in support of its opinion.
- c. If the Academic Dean accepts the majority opinion of the Committee, the decision of the Academic Dean is final.

4. The Provost

- a. The affected faculty member(s) has (have) the right to appeal the Academic 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

- a. When a faculty complaint concerning salary comes to the attention of the Academic Dean, they will attempt to resolve it through discussion with the faculty member and the department chair. If the faculty member is dissatisfied with the Academic Dean's recommendation, they may file a salary grievance with the chair of the Committee on Faculty Rights and Responsibilities.
 - b. The chair of the Committee on Faculty Rights and Responsibilities will appoint three members of the Committee to serve as a confidential grievance panel.
 - i. The panel will hear the arguments of the Academic Dean, the chair, and the aggrieved faculty member.
 - ii. The grievance panel will submit a written advisory opinion to the Provost, Academic Dean, chair, and aggrieved faculty member, addressing the arguments raised in the hearing.
 - c. The Provost will consider the opinion of the grievance panel in making their decision.
 - d. 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, they 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 their case to the Committee, in writing as well as in person, and to present pertinent individuals who will speak in their behalf. The faculty member may be accompanied by not more than two advisors.

ii. The Provost must be allowed to present their 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 their 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, their 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

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

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

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

VIII. ADOPTION AND AMENDMENT OF THE FACULTY HANDBOOK

- a. Proposals for further revision of the Handbook may be placed on the agenda of the Faculty Meeting by
 - i. the Faculty Senate;
 - ii. the Committee on Faculty Rights and Responsibilities;
 - iii. the Provost or Academic Deans; and
 - iv. the President.
- b. Proposals for further revision of the Handbook must be adopted by the faculty through a two-thirds majority in electronic votes conducted following two Faculty Meetings in a single academic year, and approved by the Board of Trustees.