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PREFACE

The *Faculty Manual* defines the instruments by which the Faculty conducts its own business, participates in College-wide governance, and defends its rights, prerogatives, and interests. The Faculty has exclusive responsibility for editing the *Faculty Manual*. Specific responsibility for editing the Faculty Manual shall be retained by the Academic Freedom Committee in consultation with the Faculty Secretary. The contents of the Manual shall be limited to description of the Faculty powers, rights, benefits, and organizations. (*Passed March 17, 1987*)

As noted in the Preface to the fourth edition of the *Faculty Manual* which was published in 1970:

The idea of a *Faculty Manual* was first proposed by Trinity's chapter of the American Association of University Professors and persistently pursued by one of its committees under the determined direction of Professor Paul Smith. The proposal received the endorsement of the College administration and the cooperation of Dean Robert Vogel. The first two editions (published in 1966 and 1967) were prepared by the officers of the AAUP Chapter under the direction of Professor Richard Lee. In 1968 a third edition was prepared (again by Professor Lee) for the Trinity Faculty which accepted the Manual's 'overseeing' from the AAUP Chapter. During the academic year 1969-70, the numerous changes that were occurring in Faculty organization and status made a new edition seem premature. Accordingly, a short list of 'corrections' and subsequent additions was made available to the Faculty. As a result of the Faculty committee reorganization, completed in the spring of 1970, the preparation of the *Manual* was assigned to the Academic Freedom Committee.

Under the Academic Freedom Committee's auspices, a fourth edition appeared in 1970, a fifth edition in 1975, a sixth in 1978, a seventh in 1983, an eighth in 1988, a ninth in 1990, a tenth in 1993, an eleventh in 1995, and a twelfth in 1998.

The thirteenth edition of the Faculty Manual, published in 2005, placed all Policy Statements that are wholly within the jurisdiction of the Faculty in Appendix B. Accordingly, the matters in Appendix B require a Faculty vote to change while the matters in Appendices A and C do not.

Now published annually, the current edition of the Manual contains all revisions approved by the Faculty through May 2013.

Academic Freedom Committee

Jeffrey Bayliss
Hebe Guardiola-Diaz
Donna-Dale Marcano
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ORGANIZATION OF THE FACULTY AND ACADEMIC STATUS

1: DEFINITION OF THE FACULTY

1: Voting rights on the Faculty shall be granted to:

1.1: Those persons with tenured, tenure-track or other multiple-year, full-time Faculty appointments. *(Passed February 12, 1991)*

1.2: Other persons with teaching or research responsibilities at Trinity who are elected by a majority vote of the Faculty as it is constituted at any given time. This membership shall continue as long as such responsibilities remain unchanged. Persons wishing to be made Faculty members under this provision may at any time submit their names and pertinent information to the Secretary for presentation to the Faculty.

1.3: The President, the Dean of the Faculty, the Librarian. Changes in this category (1.3) shall be made only by a majority vote of those persons covered by categories 1.1 and 1.2. *(Passed November 11, 1969)*

1.4: Those Trinity Faculty who have gone from full-time teaching to phased retirement will automatically retain their voting privileges within the Faculty. *(Passed February 25, 1986)*

2: FACULTY MEETING RULES

1: The Faculty meeting is the principal instrument by which the Faculty discharges its responsibility for ruling on curriculum and educational policy, Faculty status, aspects of student life which relate to the educational process, and all other matters that fall under the duties and prerogatives of the Faculty. The Faculty meeting is also the principal instrument for formulating Faculty recommendations to the Administration and the Trustees. Resolutions adopted by the Faculty meeting are statements of Faculty policy which bind Faculty committees and which serve to express the will of the Faculty to the Administration and Trustees. *(Passed March 17, 1987)* The final authority on the interpretation of resolutions adopted by the Faculty and of the Faculty Manual is the Faculty itself, and only when meeting according to the Rules of this Section of the Manual, whether in a "stated" or a "special" meeting. *(Passed December 7, 1999)*

2: Faculty meetings shall be designated stated or special. *(Passed October 13, 1970)*

3: Meetings will be conducted in accordance with Robert's Rules of Procedure. *(Passed October 13, 1970)* The rules contained in the current edition of Roberts' Rules of Order newly revised shall govern meetings of the Faculty in all cases to which they are applicable and in which they are not inconsistent with the Faculty Manual and any special rules of order the Faculty may adopt. *(Passed February 12, 2002)*

3.1: A quorum shall consist of fifty Faculty members with voting rights *(Passed December 6, 1994)*

3.2: Two classes of resolutions pose particularly serious issues and therefore require for their approval the affirmative vote of at least three-fifths of the voting members in attendance. These are (1) motions calling for the creation or elimination of departments or programs, or for changes in the overall size of the Faculty, and (2) motions calling for changes in policies or procedures for appointments and promotions. Normally a motion calling for a change in the size of the Faculty will be considered out of order unless a motion passed at an earlier Faculty meeting has authorized the Educational Policy Committee to inquire formally into the issues that give rise to the motion. In exceptional circumstances, the Faculty may waive this proviso at the request of EPC, but only if it is an increase in Faculty size that is contemplated. *(Passed March 17, 1987; Amended April 11, 1995)*

3.3: At the beginning of each regularly scheduled Faculty meeting, following the approval of minutes, any old business will be taken up, followed by an inquiry of the Chairs of each standing committee as to whether the committee has a report to present. *(Passed March 17, 1987)*

3.4: A quorum shall be assumed to exist, unless the presider determines otherwise. A challenge to the existence of a quorum is privileged, and, upon such a challenge, the presider shall immediately determine whether a quorum exists. Votes taken under the assumption of a quorum may not be challenged at a later meeting on grounds that no quorum was present at the time of the vote. *(Passed February 7, 1995)*

4: Any motion presented to the faculty that would alter the text of the faculty manual must be worded exactly as it would appear in the faculty manual, must specify precisely which parts of the faculty manual would be changed if the faculty approved the motion, and must

include a date on which the changes would become effective. *(Passed December 4, 1990; Amended February 14, 2006)*

5: A parliamentarian will be appointed annually by the Committee on Committees. *(Passed October 13, 1970)*

6: Time and place of stated meetings will be established for the academic year at the beginning of the Fall semester and published. *(Passed October 13, 1970)*

7: Special meetings may be called by the President and will be called by the Secretary of the Faculty upon receipt of the written petition of one-third of the Faculty. *(Passed October 13, 1970)*

8: Business at special meetings will be confined to the specific business for which they are called and regular business will not be considered. *(Passed October 13, 1978)*

9: Committee reports, other than those of a routine nature, should be prepared and distributed seven days before the stated meeting. Routine reports shall be laid before the meeting and passed without debate unless there is objection. *(Passed October 13, 1978)*

9.1: Every standing committee of the Faculty shall be obliged to report at a Faculty meeting, even if only briefly, at least once each term. For the Spring term, this requirement may be fulfilled by the summary of the committee's annual report. *(Passed March 17, 1987)*

9.2: Each standing committee of the Faculty shall submit an annual written report of its activities to the Faculty Secretary no later than the end of April. The Chair or another representative of each standing committee shall present a summary of the committee's annual report at the stated May Faculty meeting. *(Passed March 17, 1987)*

10: Members other than the proposer and seconder of a motion may rise only once to speak to a particular motion, or part thereof, with the exceptions and qualifications found in Robert's Rules. However, the meeting may resolve itself into a Committee of the Whole in which event restrictions on debate will not apply. *(Passed October 13, 1978)*

11: No new business may be directed to the Faculty for action in the meeting at which it is presented except by a two-thirds vote of those present. It should instead be referred to the appropriate committee for consideration. The committee shall report to the Faculty by the next stated meeting. *(Passed October 13, 1970)*

12: It shall be a standing rule of the Faculty that all Faculty Meetings shall adjourn after one hour and fifteen minutes, unless the Faculty shall vote by a majority of those present to suspend this rule for a stated period. *(Passed October 14, 1969)*

13: The Faculty shall invite the Dean of the Faculty to address the Faculty at its first regular meeting in the academic year regarding general issues and policies affecting the Faculty in the upcoming year. *(Passed February 12, 1991)*

14: The Faculty shall invite the Chair of the Board to meet with the Faculty at its stated October meeting to report on the Trustees' agenda for the coming year, to answer any

questions that the Faculty might have about that agenda, and to make any remarks about the state of the College that the Chair might deem appropriate. *(Passed March 17, 1987)*

15: The Faculty shall invite the President to report on budgetary prospects and issues at the stated October Faculty meeting. This report and Faculty responses to it will assist the Financial Affairs Committee in preparing its agenda for the remainder of the academic year. *(Passed March 17, 1987)*

16: The Faculty Secretary shall publish an annual report on attendance at Faculty meetings, listing by name all members of the Faculty who have attended fewer than half of all Faculty meetings, indicating whether attendance has risen or declined from levels of the previous year, and offering any suggestions for improving attendance that the Secretary might deem appropriate. *(Passed March 17, 1987)*

17: An observer of Student Government Association and student members of Faculty committees shall be admitted on a non-voting basis to stated meetings of the Faculty, except in those instances when individual student statuses are under discussion or the Faculty acts to close the meeting. *(Passed October 8, 1991)*

18: The Faculty shall invite the President of the Student Government Association to address the Faculty briefly, early in the fall term, about the agenda of the SGA for the coming year. *(Passed April 3, 2001)*

3: SECRETARY OF THE FACULTY

The Secretary of the Faculty shall be the Faculty's primary elected officer. Nothing contained herein shall abrogate powers already committed to the Secretary in the Statutes of the College, or alter the duties of any administrative officer. *(Passed December 17, 1968)*

1: Membership, Election, Tenure

1.1: The Secretary of the Faculty shall serve for a two-year term of office and shall not serve more than two consecutive terms.

1.2: All Faculty who have tenure at the College and who do not hold a concurrent appointment listed under Administration, shall be eligible to become Secretary of the Faculty. *(Amended November 13, 2007)*

1.3: The Secretary's term of office shall commence on the first day of the semester following his or her election. *(Amended November 13, 2007)*

1.4: If the Secretary of the Faculty is unable to serve a complete two-year term, a new Secretary shall be elected to fill out the former Secretary's remaining term.

1.5: To aid the Secretary in performing his/her duties, part-time secretarial assistance will be available. *(Passed December 17, 1968)*

2: Jurisdiction, Obligations, Procedures

2.1: The duties of the Faculty Secretary fall into two broad categories:

2.1.a: Facilitating communications among members of the Faculty, between the Faculty and the administration, and between the Faculty and the Trustees.

2.1.b: Expediting Faculty action on matters of concern to the Faculty, in concert with the Faculty Conference, which the Secretary chairs. *(Passed March 17, 1987)*

2.1.c: The Faculty Secretary shall ensure, in collaboration with the College Archivist and the Chairs of Faculty Committees, that an archive of important papers necessary to the continuity and good functioning of Faculty Governance be maintained. Both standing and Ad Hoc Committees shall deposit in the Faculty Governance archive their instructions, guidance, records of activity, procedure, policy and interpretation for future Committees. Confidential and personal records will not be housed in the Faculty Governance Archive. All Faculty members with voting privileges shall have access to the Faculty Governance Archive except as otherwise restricted by the Faculty Manual. *(Passed April 8, 2003)*

2.2: Communications which require Faculty action normally should be channeled through the Secretary.

2.2.a: Communications from members or committees of the Faculty which require Faculty action normally shall be submitted to the Secretary for presentation to the Faculty for action

at its next regular meeting. This shall not be construed to include routine committee reports or announcements.

2.2.b: Communications from the administration which require Faculty action normally shall be submitted to the Secretary for presentation to the Faculty for action at its next regular meeting.

2.2.c: All communications from the student body requiring Faculty action shall be submitted to the Secretary who will present these matters at the next regular Faculty meeting for consideration.

2.2.d: All communications from outside agencies which are pertinent to academic matters and/or require Faculty action shall be submitted to the Secretary who will present them to the Faculty for its information or action at its next regular meeting. *(Passed December 17, 1968)*

2.2.e: As the elected representative of the Faculty and as a member of the President's Committee, the Faculty Secretary shall report to the Faculty once each semester on administrative affairs that he/she deems to be of concern to the Faculty. *(Passed March 17, 1987)*

3: Agenda

3.1: The Secretary shall provide each member of the Faculty, prior to a Faculty meeting, with an agenda containing the major items to be discussed at the next regular meeting, and a similar agenda for special meetings indicating the topic or topics to which the special meetings will be limited.

3.2: Whenever possible, motions to be introduced for deliberation and action should be submitted to the Secretary in writing for inclusion in the agenda. *(Passed December 17, 1968)*

4: Official Communication

4.1: All official communications from the Faculty to others shall be made through the Secretary.

4.1.a: The Secretary shall take the minutes of the Faculty meeting.

4.1.b: The Secretary, in cooperation with such committees or advisors that the Faculty shall establish, shall publish and distribute Faculty decisions pertinent to the College community as expeditiously as possible following the Faculty meeting in which the decisions were made.

4.1.c: The Secretary shall present to the Trustees, normally through the Dean of the Faculty, all actions of the Faculty which require Trustee action, and be available to explain and discuss such matters before the Trustees, should the Faculty so request. *(Passed December 17, 1968)*

4.1.d: The Faculty Secretary shall request the opportunity to meet regularly with the Board

to report on and answer questions about Faculty resolutions. The Faculty Secretary shall report on each such meeting at the next stated Faculty meeting. *(Passed March 17, 1987)*

5: Committee Assignments

5.1: To aid the Secretary in remaining currently aware of all business of the College pertaining to academic matters, the Secretary may attend, as a non-voting member, all elected and all appointed committees and councils that serve the Faculty, except the Committee on Appointments and Promotions.

5.2: The Secretary shall be sent the agendas and the minutes of all meetings of the committees defined in 3.5.1 above.

5.3: The Secretary shall represent the Faculty at academic ceremonies of the College. *(Passed December 17, 1968)*

4: FACULTY CONFERENCE

There shall be a Trinity Faculty Conference.

1: Membership, Election, Tenure

1.1: Membership in the Trinity Faculty Conference shall be limited to those listed in the Trinity College Bulletin as Professor, Associate Professor, Assistant Professor, or Instructor and who do not hold a concurrent appointment listed under Administration in the Trinity College Bulletin.

1.2: The Trinity Faculty Conference shall have at least one member from each of the ranks of Professor, Associate Professor, and Assistant Professor. *(Passed February 12, 1991)*

1.3: The Trinity Faculty Conference shall consist of eight members, seven of whom shall be elected by the Faculty as defined in 1.1 above for two years by secret ballot. The eighth member shall be the Secretary of the Faculty who shall also be the Chair of the Trinity Faculty Conference.

1.4: If any of the seven members elected directly to the Trinity Faculty Conference is unable to complete his or her term, the position shall be filled by the Trinity Faculty Conference itself, for the duration of the unexpired term.

1.5: Elections to the Trinity Faculty Conference shall be conducted in April of each year. The terms of office shall commence on the first day of the following Fall Term.

2: Jurisdiction, Obligations, Procedures

2.1: The Trinity Faculty Conference shall ensure that major proposals are placed before the appropriate Faculty committee, or in the absence of such committee, shall study, evaluate, and make recommendations on such proposals. The Trinity Faculty Conference may call Faculty caucuses for discussion about any matter of interest to the Faculty. *(Amended April 8, 2003)*

2.2: The Trinity Faculty Conference shall, at its discretion, act as an adjudicator when, in the process of faculty governance, doubt or differences of opinion arise concerning the interpretation of language in the Faculty Manual. Upon receiving and accepting a request from a committee, the Dean of Faculty, or the Ombudsperson to adjudicate such a matter, the Faculty Conference shall confer with the Parliamentarian and gather such information as it needs to make its decision and, whenever confidential information is required, shall proceed under the rules of confidentiality specific to the issue at hand. The Faculty Conference may, at its discretion, direct the request to the appropriate committee with a recommendation that it propose new Manual language through a motion to the faculty. In all cases, the Faculty Conference shall report its decision promptly to the Faculty, who remain the final authority on the interpretation of the Faculty Manual and of resolutions adopted by the Faculty. *(Passed May 2, 2006)*

2.3: The Trinity Faculty Conference shall examine, evaluate and bring to the attention of the President, Dean of the Faculty and other appropriate offices of the College concerns of a

non-personal nature relating to policies, procedures, or the implementation thereof, as they relate to teaching, advising, scholarly or creative work. The Faculty Conference shall seek responses to such issues and report back to the Faculty. *(Passed April 8, 2003)*

2.4: The Trinity Faculty Conference shall not possess legislative functions, provisional or otherwise.

2.5: There shall be an evaluation of the Dean of the Faculty every three years. The evaluation shall be conducted by a five-member committee selected by the Faculty Conference, on the basis of criteria specified by the Faculty Conference. Before embarking on the evaluation, the committee will meet with the President to set clear and explicit standards for evaluation, based on the Dean's job description. The results of the evaluation shall be conveyed confidentially to the Dean and presented confidentially to the President during a meeting with the committee. Past evaluations of an incumbent Dean of the Faculty shall be made available to subsequent evaluation committees. *(Passed March 17, 1987; Amended September 24, 1991; December 12, 2006)*

2.6: The Trinity Faculty Conference shall in no way replace the Faculty meeting; it shall not conflict with nor interfere with the regular Faculty committee structure, but shall serve to strengthen the meeting and the committee structure by facilitating Faculty discussion, informal or otherwise, in order to obtain the sense of the Faculty and representative opinions and observations.

2.7: The Trinity Faculty Conference shall each year, at an appropriate time, solicit from the Faculty nominations for a recipient of an honorary degree. The Conference shall then select a name or names from among those suggested, and the name or names, together with supporting information, shall be sent via the President to the Trustees for their consideration and action. *(Passed January 19, 1982)*

3: Faculty Governance

3.1: It shall be the responsibility of the Conference to submit nominations for membership on the various elected committees and conduct elections for all Committees, the Conference, the Faculty Secretary, the Ombudsman, and the Parliamentarian. Elections to committees will be conducted in April. In case of resignations, the Conference shall have the power to appoint a replacement who will hold membership on the Committee until the next election.

3.2: All Faculty members have an obligation to serve on Faculty committees. Faculty committees should generally reflect academic areas and Faculty structure. The Conference shall have the responsibility of not only soliciting nominations from individuals, but also seeking out nominees to assure appropriately balanced slates.

3.3: At the end of each term the chairs of Faculty committees shall report to the Conference the names of members of their committees who have failed to attend more than half of all meetings during the term. Such members shall be dropped from their committees. The Conference shall, in consultation with committee chairs, appoint replacements for dropped committee members. (See Manual, section 6: Guidelines for Committee Service.)

3.4: The Conference shall explore the desirability and feasibility of various coordinating

functions for the committee system as a whole. It should consider means of assisting the Secretary of the Faculty pursuant to his/her duties of recording all committee activities (both normal and extraordinary projects) and of preparing and publishing the decisions and policies of the Faculty. It should likewise consider the need for inter-committee cooperation and communication. *(Section 3 Passed February 9, 2010)*

(Passed March 5, 1968)

5: FACULTY OMBUDSMAN

The Ombudsman serves as an impartial and confidential investigator in any specific case of alleged inequity, unfairness or maladministration.

1: Membership, Election, Tenure

1.1: Qualifications: Rank of tenured associate or full professor with at least five years' service to the College. The Ombudsman may not serve concurrently on the Appointments and Promotions Committee, the Appointment and Promotions Appeals Board or the Academic Freedom Committee.

1.2: Term: Elected for 3 years.

2: Jurisdiction, Obligations, Procedures

2.1: Types of informal actions:

2.1.a: Hearing in confidence and seeking to resolve individual grievances and cases of alleged infringements of academic freedom.

2.2: Methods appropriate to problems of equity:

2.2.a: Afford full opportunity for the presentation in confidence of any complaint or grievance from any member of the Faculty (and where appropriate from any student or administrator or other employee of the College) alleging unfairness, inequity, discourtesy, undue delay, or other malfunctioning in the processes of the College;

2.2.b: Investigate, in confidence, to determine the degree of validity of the complaint;

2.2.c: Mediate or otherwise resolve the problem, arriving in confidence at what appears to the Ombudsman to be a just resolution (in the dismissal of the complaint, or in recommended action based on a warranted complaint);

2.2.d: Referral of cases, with the approval of the complainant, in which informal resolution cannot be achieved to the Academic Freedom Committee for Formal Hearing or Formal Investigation.

2.3: Notwithstanding the foregoing, the Ombudsman will not become involved with the normal operations of grievance processes or disciplinary procedures which are already established by the Faculty (such as grievance procedures already available with reference to matters of tenure, promotion, academic freedom, severance and discipline; and such matters as student discipline as established by College regulations and procedures on matters of discipline and dispute) except that he/she may, on the basis of his/her sole judgment, inquire into possible or alleged unfairness or inequity resulting from possible bias or malfunction in any of these proceedings, and make confidential reports thereon to the individual or parties involved, and subsequently, if necessary, to the Faculty.

2.4: Report and recommend to the Faculty or its committees, on the basis of experience, appropriate changes in the procedures and processes that have given rise to particular grievances.

2.5: Regular reports to the Faculty, including, when appropriate, remarks on the resolution of particular cases.

2.6: Powers:

2.6.a: Access to all pertinent records;

2.6.b: The right to inquire of any member of the Faculty, administration, student body, member of the clerical and custodial staffs, in connection with his/her proper inquiries and to receive full and complete answers;

2.6.c: The right to mediate or otherwise arrive at a compromise or to arrive at his/her own proposal for solution of the problem at hand;

2.6.d: The right to present recommendations for solution to the parties involved and to report such recommendations to appropriate Faculty committees, administrators, department heads, student groups, or other persons, having completed the foregoing processes in confidence, and in terms appropriate to the case and in fairness to all parties involved;

2.6.e: The right to make final public report in the matter to the Faculty, the College, or otherwise as in his/her judgment will promote a just final disposition of any case.

(Passed October 13, 1970; Amended May 5, 1998)

6: PARLIAMENTARIAN

The Faculty Parliamentarian shall be the officer charged with advising the Faculty on the rules relating to Faculty governance and the conduct of Faculty business.

1: Membership, Election, Tenure

1.1: Qualifications: Rank of associate or full.

1.2: Term: Elected for 2 years.

2: Jurisdiction, Obligations, Procedures

2.1: Attend Faculty meetings and advise chair on rulings, based on the Faculty Manual and Robert's Rules of Order;

2.2: Be available to advise the Faculty and the Administration on the interpretation of the Faculty Manual.

2.3: The Parliamentarian shall be responsible for investigating archival and other sources to determine documentary evidence and precedents relevant to Faculty governance.

2.4: The Parliamentarian shall in all cases act with impartiality and neutrality in making rulings.

(Passed February 9, 2010)

7: GUIDELINES FOR COMMITTEE SERVICE

1: No Faculty member is expected to serve simultaneously on more than one elected standing committee of the Faculty.

2: A Faculty member who has served a two- or three-year term of office on such a committee might reasonably spend a year or two free before becoming available for assignment again. *(Passed April 30, 1974)*

3: At the end of each term the chairpersons of Faculty committees shall report to the Committee on Committees the names of members of their committees who have failed to attend more than half of all meetings during the term. Such members shall be dropped from their committees. The Committee on Committees shall, in consultation with committee chairs, appoint replacements for dropped committee members. *(Passed March 17, 1987)*

8: ACADEMIC AFFAIRS COMMITTEE

1: Membership, Election, Tenure

1.1: Membership of this Committee shall consist of: (a) Six elected Faculty members of whom at least two shall be tenured, (b) Registrar or designated associate, (c) Dean of Students or designated associate, (d) Three students.

1.2: Faculty members will serve for a term of three years, two members elected annually.

(Passed January 16, 1970; Amended May 6, 1975, and February 15, 1994)

2: Jurisdiction, Obligations, Procedures

2.1: It shall be the general responsibility of this Committee to review and administer the academic policies and procedures of the College as they apply to undergraduate students; to review, discuss, and rule on matters pertaining to student academic status, academic record, and conformity with academic regulations; and to provide a forum for the discussion of student concerns within the academic community. It shall be the specific responsibility of the Committee to administer the Faculty rules and regulations on grade changes; administer the Faculty rules and regulations on grade changes, academic good standing, Academic Probation, Required Withdrawal and the Faculty Honors List; consider and rule on applications for re-admission of persons required to withdraw for academic reasons; consider and rule on registration-related issues, transfer credit procedures and regulations not primarily related to the curricular concerns of the transferred course, and issues (but not departmental in nature) pertaining to the permanent academic record or the student; consider and rule on student requests for exceptions from or modification of Faculty (but not departmental) academic rules, regulations and deadlines. The Committee may not waive academic requirements, but it may recommend such waivers to the Faculty for its action. *(Passed January 16, 1970, amended May 6, 1975 and February 15, 1994)*

2.2: It shall be the responsibility of this Committee to work with the student Academic Honor Council to adjudicate violations of the Student Integrity Contract involving academic dishonesty. Each hearing panel called by the Academic Honor Council shall include three non-student members, drawn from the members of the Committee (excluding the Dean of Students) or from Faculty members of the Jury Panel. The Dean of Students or designated Associate shall be a non-voting participant on all hearing panels. The Dean of Students is charged with implementing the panel's decision. *(Passed February 14, 2006; Amended April 20, 2010)*

2.3: The Faculty of Trinity College urges each individual Faculty member to bring cases of academic dishonesty before the Academic Honor Council for adjudication. To initiate a case, Faculty members may contact either the Dean of Students or the Secretary of the Student Academic Honor Council. The Faculty recognizes that the individual instructor has the prerogative under the canons of academic freedom to resolve such cases through the issuance of a punitive grade and by such other means as the assignment of additional work. The Faculty believes, however, that formal adjudication of such cases by the Academic Honor Council, operating under accepted rules of fundamental fairness, will best protect the rights of both the student and the Faculty member, avoid contentiousness, and lessen the likelihood of litigation. Furthermore, adjudication of all such cases by a single body will

guarantee consistency in the penalties meted out for similar offenses and insure the identification of repeat offenders. Finally, giving students substantial control over academic dishonesty cases will strengthen the culture of academic integrity at the College. (*Passed May 14, 2002*)

2.3.a: At the end of each semester the Academic Affairs Committee shall designate those students who qualify for the Trinity College Faculty Honors List. (For eligibility criteria, see the Catalogue Issue of the Trinity College Bulletin.) The Academic Affairs Committee will approve the list and report its actions at the first regular Faculty Meeting in each term. (*Passed May 11, 1982; Amended April 10, 1984*)

2.3.b: One member of the committee shall be appointed to act as an adviser to the Public Relations Office on the preparation of Bulletin and Handbook changes pertaining to academic rules and likewise to consult with the editor of the Faculty Manual. (*Passed January 16, 1970; Amended May 6, 1975*)

2.3.c: The Academic Affairs Committee shall designate one of its members to meet at least once a semester with the IDP subcommittee on curriculum and internal affairs. (*Passed February 15, 1994*)

3: Information for the Faculty and Students on Procedures Already Established by the Academic Affairs Committee

3.1: Cases of academic dishonesty must be reported to the Academic Affairs Committee within thirty days of the date when the dishonesty is discovered. (*Passed May, 1999*)

3.2: Procedures of Due Process followed by the Academic Affairs Committee in Cases of Academic Dishonesty:

3.2.a: A Faculty member who believes that there has been plagiarism or other academic dishonesty shall provide the Committee with a written charge and specifications. A hearing will be promptly scheduled. Prompt notification of the hearing and a list of Committee members will be given to the Faculty member and the accused student.

3.2.b: A copy of the charge and specifications will be provided to the accused student, who shall attend the hearing. The accused student may be accompanied at the hearing by an adviser if he/she gives adequate notice to the Chair of the Committee. The adviser may not have formal legal training.

3.2.c: The Faculty member will be expected to attend the hearing and may be questioned.

3.2.d: Ordinarily, the Committee will first hear the Faculty member bringing the charge. He/she may make a statement, after which he/she will be questioned by members of the Committee and then by the accused student. Next, the accused student may make a statement, after which he/she will be questioned by members of the Committee and then by the Faculty member.

3.2.e: The Faculty member and the accused student may call witnesses, who may be questioned by members of the Committee and by parties to the case. The witnesses will be

heard in an order determined by the Chair. Each witness will be present at the hearing only when giving testimony. Witnesses will be expected not to discuss the case outside of the hearing.

3.2.f: In cases where more than one student has been charged with academic dishonesty, all of the accused students may be present when any one of their number is addressing the Committee.

3.2.g: As a rule, academic dishonesty hearings are closed and the proceedings are kept confidential. A hearing may be open, however, upon the written request of the accused student.

3.2.h: Any member of the Committee who is party to a case shall disqualify himself/herself for that case.

3.2.i: As a rule a student found guilty of academic dishonesty shall be assigned a penalty from one of three Penalty Categories -- Censure, Suspension or Expulsion -- depending on the severity of the offense. The Penalty Categories are described below:

3.2.i.i: CENSURE: The penalty for an initial offense reported to the Committee when the act of academic dishonesty involves cheating on an isolated part of a quiz or an examination, the circumscribed and inadvertent use of an unattributed source (written or oral) within a paper, or other dishonest acts of comparable magnitude.

3.2.i.ii: SUSPENSION: The penalty for repeated cheating on one or more quizzes or examinations, for deliberate plagiarism, or for other dishonest acts of comparable magnitude. This penalty will also be imposed for an offense in a course after the instructor has warned the student in writing (whether or not the initial offense was reported to the Committee) or when a student who has already been Censured for academic dishonesty commits a second censurable offense.

3.2.i.iii: EXPULSION: The penalty when a second penalty of Suspension is warranted.

3.2.j: Within the Penalty Categories Censure and Suspension, the Academic Affairs Committee shall determine the length of the Censure or the Suspension, the conditions, if any, under which a Censure may be removed from the student's Permanent Record, the conditions under which a student on Suspension may return, and any other factors it may deem relevant to the penalty for the case heard.

3.2.k: The Academic Affairs Committee may also recommend that the Faculty member assign a penalty grade to the student in the course in which the offense occurred.

3.2.l: The Committee will not assign a penalty outside the Penalty category for the offense unless there are mitigating circumstances of such unusual magnitude as to be wholly compelling to all of the members of the Committee who heard the case.

3.2.m: The record of each hearing shall consist of a detailed written report which shall be incorporated into the Minutes of the Committee and of a tape recording of the entire hearing. In the event of an appeal, these materials will be made available to the appellant,

Faculty members and to the Academic Dishonesty Appeals Board.

(Passed January 16, 1970; May 6, 1975; Amended May 20, 1983; May 8, 1984; February 14, 2006)

9: ACADEMIC FREEDOM COMMITTEE

1: Membership, Election, Tenure

1.1: Membership of this Committee shall consist of five Faculty members at the rank of associate or full professor serving 3-year staggered terms. No two members may be from the same department. Members of the Appointments and Promotions Committee, members of the Appointments and Promotions Appeals Board and the Ombudsman may not serve concurrently on the Committee.

(Passed February 3, 1970, Amended December 6, 1994; April 9, 1996)

2: Jurisdiction, Obligations, Procedures

2.1: The primary function of the Committee shall be to protect and extend academic freedom at the College. The pursuit of this goal may involve a variety of actions by the Committee:

2.1.a: Review of cases which originate with the Faculty Ombudsman and are appealed by one of the parties involved, or brought to the Committee by the Ombudsman.

2.1.b: Formal hearings may be convened to consider:

2.1.b.i: Cases of Faculty dismissal (See Appendix B.9);

2.1.b.ii: Allegations of infringement of academic freedom that have been investigated by the Ombudsman but which have progressed to a stage where informal resolution by the Ombudsman is not possible;

2.1.b.iii: Allegations of infringement of academic freedom brought directly to the Academic Freedom Committee by a Faculty member for formal investigation and hearing;

2.1.b.iv: Any other grievance brought to the Committee by the Ombudsman because informal resolution could not be achieved. (See Faculty Manual Section 5.2.2.d).

In conducting formal hearings the Committee should utilize procedures which follow the A.A.U.P. guidelines set forth in the 1958 "Statement on Procedural Standards in Faculty Dismissal Proceedings" and the 1982 A.A.U.P. "Recommended Institutional Regulations on Academic Freedom and Tenure" as adapted, where necessary, to the particular conditions at the College.

In no case will the findings of the Committee offer direct relief to a complainant. In dismissal cases the Committee's findings and recommendations are forwarded to the Board of Trustees for their action. In all other cases the findings must be submitted by the complainant to the normal sources for relief: either a standing Faculty committee or an administrative procedure. In particular, since the investigation of alleged academic freedom violations and the issuing of any findings in their regard are solely within the jurisdiction of this Committee, in those cases where a candidate's appeal of a negative decision by the Appointments and Promotions Committee is based, in whole or in part, on the grounds of

violation of academic freedom, the appellant must obtain an affirmative finding from this Committee in order to make a charge of violation of academic freedom part of an appeal to the Appointments and Promotions Appeals Board. Further, in the event that the Academic Freedom Committee finds that a violation of academic freedom has occurred, it shall be the sole prerogative of the Appointments and Promotions Appeals Board to judge the status of such a finding to any appeal in the Board's consideration.

In no case may the Committee substitute its judgment for that of another committee of the Faculty, or any academic department or program, or any council or committee of the administration, with regard to any subject matter within the jurisdiction of such committees, councils, departments or programs. Just as no body other than the Academic Freedom Committee may determine whether academic freedom has been violated, the Academic Freedom Committee may not determine matters within the subject matter jurisdiction of other bodies. In particular, departments, programs, and the Appointments and Promotions Committee retain exclusive jurisdiction with regard to substantive evaluation of teaching, scholarship and service as they relate to the criteria for appointments, reappointments, tenure and promotion. (*Amended December 6, 1994*)

2.1.c: The Committee should critically review and make recommendations to the Faculty for changes in the rules, practices, procedures and regulations governing the Faculty and its relations with students and administration where academic freedom issues are involved.

On its own initiative the Committee may conduct a Formal Investigation of the rules, practices, procedures, and regulations referred to in this section and issue a finding concerning their appropriateness with respect to academic freedom along with suggestions for changes the Committee believes are appropriate. (*Passed December 4, 1990*)

2.1.d: The Committee should make regular reports to the Faculty on its activities, and, where appropriate, on the final resolution of cases which in its judgment or in the judgment of the Faculty warrant some public disclosure.

2.1.e: The Committee should report annually to the Faculty on the state of academic freedom at the College. (*Passed February 3, 1970*)

2.2: The powers of the Committee include: access to all pertinent records; the right to inquire of any member of the College community; the right to arrive at its own solution of cases coming to it and to report its recommendation to the Faculty, the College or otherwise as in the judgment of the Committee will promote a just final disposition of the case. (*Passed February 3, 1970*)

2.3: A subsidiary, but closely related, task of the Committee is the editing of the Faculty Manual. In this regard:

2.3.a: A subcommittee shall be formed to edit the Faculty Manual.

2.3.b: Its primary function shall be to determine the contents of the Manual and to prepare it for publication.

2.3.c: The subcommittee is empowered to seek assistance from other Faculty members and administrators whose interest or competence would be necessary or useful in working out

the detailed contents of the Manual.

2.3.d: The subcommittee should report through the Chair of the Committee to the Faculty pertinent changes in the Manual and should solicit from the Faculty recommendations for improvements of the Manual.

2.3.e: It is the responsibility of the subcommittee to see that each member of the Faculty, especially new Faculty members, receive a copy of every new edition of the Manual. Likewise, the subcommittee shall see that sufficient copies are available to department heads and others concerned with the recruitment of new Faculty members to be used in informing prospective Faculty members of the state of the Faculty at Trinity College.
(Passed February 3, 1970; Amended May 5, 1998)

10: ADMISSIONS AND FINANCIAL AID COMMITTEE

1: Membership, Election, Tenure

1.1: Membership of the Committee shall consist of five elected Faculty members, one each from arts/humanities, math/natural sciences, and social sciences; the Chief Admissions Officer (nonvoting); the Director of Financial Aid (nonvoting); the Director of Institutional Research and Planning (nonvoting); the Director of Athletics (nonvoting); two undergraduates, one male, one female, one of whom should be from a minority group. *(Passed October 19, 1976; Amended March 17, 1987; December 12, 1989; May 11, 2004; March 13, 2007)*

2: Jurisdiction, Obligations, Procedures

2.1: The Committee on Admissions and Financial Aid shall be the principal instrument of Faculty participation in the formulation and implementation of College policies on admissions and financial aid. Pursuant to this general function, the Committee has the following primary responsibilities:

2.2: Maintaining a continuous review of admissions and financial aid policies;

2.3: Assisting, where possible, the Admissions Office in the development of recruitment strategies, in particular strategies that enlist the aid of Faculty and students;

2.4: Recommending, from time to time, specific admissions and financial aid policies and objectives to the Faculty for its approval and transmission to the President for adoption;

2.5: Reporting to the Faculty in writing at least once each academic year.

In addition, the Committee shall:

2.6: Identify conditions within the College which might adversely affect the function of either or both of the two offices and, when necessary, recommend to the President or to the appropriate officer or body measures which, in the judgment of the Committee, would improve the capacity of the offices to meet their objectives;

2.7: Inform itself about trends or activities external to the College which might influence the work of the two offices and the policies they pursue;

2.8: Help inform the staff of each office about academic opportunities available at Trinity and about important academic and intellectual achievements of Faculty and undergraduates;

2.9: Review available publications and other materials prepared by or for the Admissions and Financial Aid Offices to be distributed to potential applicants and secondary schools;

2.10: Assist, from time to time, with evaluations of the undergraduate experience as it affects admissions recruitment.

(Passed October 19, 1976; Amended March 13, 1990; March 13, 2007)

11. APPOINTMENTS AND PROMOTIONS COMMITTEE

The A&P section of the Faculty Manual being of considerable complexity, the Academic Freedom Committee places this "Table of Contents" at the start of Section 11. [Added Spring 2005]

- 0. Preamble** [p.11-1]
- 1. Membership** [p.11-1]
- 2. Responsibilities** [p.11-2]
- 3. Reporting to the Faculty** [p.11-22]

The detailed contents of these sections are as follows:

0. Preamble [p.11-1]

- 0.1. General Principles (1)
- 0.2. General Principles (2)

1. Membership [p.11-1]

- 1.1. Constitution of A&P
- 1.2. Terms and Conditions of Membership

2. Responsibilities [p.11-2]

- 2.1. Faculty Appointments
 - 2.1.a. Appointments to Tenure Track Positions
 - 2.1.a.i. Assistant Professor
 - 2.1.a.i.a. Provisional Appointment as Instructor
 - 2.1.a.i.b. Reappointment of Instructor as Assistant Professor
 - 2.1.a.i.c. Failure to complete degree requirements
 - 2.1.a.i.d. Extension of Instructorship
 - 2.1.a.i.e. Normal/Exceptional Appointment to Asst. Professorship
 - 2.1.a.ii. Associate Professor and Professor
 - 2.1.a.ii.a. Associate Professor
 - 2.1.a.ii.b. Professor
 - 2.1.b. Appointments to Contract Positions
 - 2.1.b.i. Non-Tenure-Track Chaired Professorships
 - 2.1.b.ii. Experimental Positions
 - 2.1.b.iii. Visiting Faculty
 - 2.1.b.iv. Part-Time Renewable Faculty
 - 2.1.b.v. Adjunct Faculty
 - 2.1.b.vi. Instructor
 - 2.1.b.vii. Artist-in-Residence
 - 2.1.b.viii. Lecturers
- 2.2. Reviews for Reappointment, Promotion, and Tenure Decisions
 - 2.2.a. Policies of Trinity College

- 2.2.b. Timing of Reviews for Reappointment, Promotion and Tenure
 - 2.2.b.i. Reappointment
 - 2.2.b.ii. Tenure and Promotion to Associate Professor
 - 2.2.b.iii. Promotion to Professor
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- 2.2.c. Criteria for Reappointment, Promotion and Tenure
 - 2.2.c.i. Reappointment
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- 2.2.d. Procedures for Review: STATEMENT ON CONFIDENTIALITY
 - 2.2.d.i. Departmental Recommendation
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 - 2.2.d.i.b.i. Initiation of Action
 - 2.2.d.i.b.ii. Letters of Recommendation
 - 2.2.d.i.b.iii. Affirmative Action Considerations
 - 2.2.d.i.c. Procedures of Special Committees
 - 2.2.d.i.d. A&P Procedures: ON CONFLICT OF INTEREST
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- 2.3. Appointments and Promotions in Physical Education
 - 2.3.a. Hiring, Review and Renewal of PE Faculty under the Contract System
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3. Reporting to the Faculty [p.11-22]

- 3.1. Changes in Policy
- 3.2. Announcements of Reappointment, Promotions and Awards of Tenure
- 3.3. Meetings with Dept. and Committee Chairs and with Members of the Faculty
- 3.4. Annual Issuing of "Membership, Calendar and Checklist"

11. APPOINTMENTS AND PROMOTIONS COMMITTEE

0. PREAMBLE

0.1. The Appointments and Promotions Committee, the Dean of the Faculty, the President, the Academic Affairs Committee of the Board of Trustees¹, and the Board of Trustees or its Executive Committee share responsibility for Faculty appointment, reappointment, promotion, and tenure decisions. Additionally, the Appointments and Promotions Appeals Board may hear appeals from negative final decisions made by the Appointments and Promotions Committee and/or the President. Specific responsibilities, as they pertain to appointments at different Faculty ranks and to reappointments and tenure decisions, are described below in the appropriate places.

0.2. The Appointments and Promotions Committee is the Committee of the Faculty elected to receive reports on initial appointments to junior level tenure-track and contract positions, to approve recommendations for initial appointments to senior level tenure-track and contract positions, and to make recommendations on all cases for reappointment, promotion, and tenure.



1. Membership

1.1. Constitution: The members of the Appointments and Promotions Committee are the non-voting Dean of the Faculty, who serves as Secretary of the Committee, and five members elected from among the tenured full professors of the Faculty, each of whom has one vote in cases on which he/she is eligible to serve. Each of the three divisions (Arts and Humanities, Social Sciences, and Mathematical and Natural Sciences) shall be represented on the Committee by at least one elected member, but by no more than two, and no elected member may represent more than one division. There may not be more than one elected member from any given department. The elected members of the committee shall designate one of their number to serve as chair. (*Amended December 5, 2005; December 12, 2006; May 4, 2010*)

1.2. Terms and Conditions: Elected faculty members serve two-year staggered terms (with new appointments effective on August 15) and are obligated at the end of their terms to serve for three years as members of a replacement pool for recusals in individual cases. The Faculty Conference is responsible for naming a replacement in the event that an elected A&P Committee member leaves the A&P Committee. The replacement member shall be chosen from the approval voting list, as maintained by the Faculty Conference, for the A&P Committee of the immediate past election, and if a replacement cannot be obtained that meets the membership requirements then Faculty Conference will turn next to the approval voting list of the previous year. Should this list also fail to yield a replacement, Faculty Conference will solicit from the list of eligible faculty in randomly assigned order. The named individual shall have the full prerogatives and obligations of the replaced member.

¹ The Academic Affairs Committee consists of six appointed trustees, the President of the College and the chair of the Board as ex officio members, the Dean of the Faculty, the chair of the EPC, and a representative of the student government association. The latter two members do not attend meetings at which the Committee considers tenure recommendations. Only the trustee members vote on such recommendations; the President abstains from voting so as not to sit in judgment of his/her own recommendations to the Committee.

The faculty member chosen will serve through the end of the academic year. A new member will be elected at the next election to serve the balance of the resignee's term.

Each case shall be heard by five voting members. When an elected member of the A&P Committee must be recused, by the committee, from a case, as defined under the Statement of Conflict of Interest in this section of the manual, the A&P Committee will request the Faculty Conference to name a replacement for that case from the replacement pool in accordance with the divisional and departmental constraints of A&P membership described in Section 1.1. The faculty member serving as a recusal replacement in a particular case shall have service obligations and voting privileges that are confined solely to the adjudication of that case.

The Secretary of the Faculty, the Ombudsman, and members of the Appointments and Promotions Appeals Board, and the Academic Freedom Committee may not serve concurrently on the A&P Committee. No faculty member may be elected or appointed to the Committee who has a full or joint administrative appointment. No faculty member may stand for election to the Committee who is expecting a one-year leave that overlaps the first year of their two-year term on the Committee. Faculty members with a scheduled one semester leave that overlaps their two-year term are eligible to run for election. There is no limit on the number of times an eligible faculty member may be elected to the Committee, but no one may serve more than two consecutive terms. *(Amended April 9, 1996; December 5, 2005; October 17, 2006; December 12, 2006; May 5, 2009; May 4, 2010)*



2. Responsibilities

2.1. Faculty Appointments: The Appointments and Promotions Committee acts in concert with the Dean of the Faculty and the President in approving initial Faculty appointments. Faculty appointments include both those in which one person is appointed to a single full-time position and those in which two individuals are appointed to share the responsibilities of a single full-time position. In the latter case, each partner in the shared appointment is evaluated for appointment, reappointment, promotion, and tenure individually and in accordance with the same procedures that regulate the evaluation of a single appointee. The specific responsibilities of the Committee vary according to the rank and type of appointment, as outlined below.

Initial faculty appointments are reported to the Academic Affairs Committee and are subject to approval by the Board of Trustees or its Executive Committee.

2.1.a. Appointments to Tenure Track Positions: Normally, tenure track positions are wholly allocated to a department, wholly allocated to a program, or jointly allocated to two disciplinary homes which may be two departments, two programs, or one of each. In the event that a faculty member is appointed to a position jointly allocated to two disciplinary homes, the letter of appointment shall specify the Faculty member's obligations to each home. It shall also make clear that the review process will be conducted by two review committees, one within each disciplinary home. In the event that a faculty member's position is wholly allocated to a program or jointly allocated to one or two programs, then for each program to which the position is allocated, the letter of appointment shall specify the members of a committee appointed by the Dean of the Faculty to serve as the faculty member's programmatic review committee throughout the probationary period (i.e., up to,

and including, the faculty member's tenure review). The Dean of the Faculty shall appoint a replacement for each review committee member who is unable to complete his/her term of service.

In some instances, tenure-track positions are created outside of the departmental and programmatic structures. In such cases, the letter of appointment shall specify the members of a committee appointed by the Dean of the Faculty to serve as the faculty member's review committee throughout the probationary period. The Dean of the Faculty shall appoint a replacement for each review committee member who is unable to complete his/her term of service.

2.1.a.i. Assistant Professor: The Dean of the Faculty makes appointments at the rank of Assistant Professor. The Dean's decisions on appointments follow consultation with either a special committee or each disciplinary home of the candidate, as well as a written recommendation from the administrative head of each of the candidate's disciplinary homes.² Such appointments are reported to the Appointments and Promotions Committee and to Academic Affairs Committee of the Board, and are subject to approval by the Board of Trustees or its Executive Committee.

Appointment at the rank of Assistant Professor presumes demonstrated professional competence, scholarly activity, and the completion of all requirements for the Ph.D. or other appropriate terminal degree; letters of appointment to the rank of Assistant Professor will make clear the following points:

- a.** That should these degree requirements not be completed at the start of the academic year, the rank becomes Instructor and the term of appointment, one year;
- b.** that on completion of the degree, the Instructor, the Dean of the Faculty, and the administrative head(s) of the Instructor's disciplinary home(s) will establish the effective date of the promotion to Assistant Professor as either retroactive to 1 September of the current academic year, or commencing on 1 September of the following academic year. The established date will mark the beginning of the probationary period toward tenure;
- c.** that failure to complete the degree requirements will result in the termination of appointment at the end of the contractual year;
- d.** that in a case where there is compelling evidence for the likely completion of all degree requirements by February 15 of the following academic year, and on the positive recommendation of each of the Instructor's disciplinary homes, a second year of appointment may be granted.
- e.** Appointment at the rank of Assistant Professor is normally made for three years, with review for reappointment in the spring of the third year. (*Amended February 12, 2008*)

In certain circumstances, a person with prior experience in teaching and research at an

² The administrative heads of a department and a program are, respectively, the department chair and the program director.

accredited college or university or in professionally related work at another institution may request a shortened probationary period. Such a request is negotiated with and approved by the Dean of the Faculty in consultation with the administrative head of each of the Assistant Professor's disciplinary homes. The period within which a tenure decision must be made shall be stated in the letter of appointment.

2.1.a.ii. Associate Professor and Professor: Appointment at the rank of Associate Professor or Professor requires the approval of both the Appointments and Promotions committee and the Dean of the Faculty. They will base their decisions on the candidate's application file, the recommendations of a special committee or each disciplinary home of the candidate, as well as any other supporting information presented by the Dean of the Faculty.

a. Associate Professor: Appointment at the rank of Associate Professor presumes the Ph.D. or its equivalent, outstanding performance as a teacher, mature scholarship recognized by the profession or equivalent professional contributions, and service to the profession and former institution.

b. Professor: Appointment at the rank of Professor presumes the Ph.D. or its equivalent, outstanding performance as a teacher, distinguished scholarship recognized by the profession or equivalent professional contributions, and service to the profession and former institution.

Appointments at the rank of Associate Professor or Professor may be made with or without tenure. If the appointment is made without tenure, the review for reappointment and tenure will normally be in the Spring of the first year.

Appointment with tenure further requires approval of the President, who shall convey a positive decision to the trustee Academic Affairs Committee for pro forma ratification by the Board.

(Section 2.1.a.ii. amended February 14, 2012)

2.1.b. Appointments to Contract Positions: Trinity College makes appointments to various kinds of Contract Positions. All such positions that are renewable or continuing are subject to peer review. Letters of appointment or reappointment to Contract Positions shall clearly specify the terms and conditions of employment, including the length of the appointment, the possibility of renewal, and the nature of the review process. In the event that the Faculty determines to convert a particular Contract Position to tenure track, a new search will be undertaken; the incumbent may become a candidate for the position.

2.1.b.i. Non-Tenure-Track Chaired Professorships: The Appointments and Promotions Committee approves appointments to Non-Tenure-Track Chaired Professorships, basing its decisions on the recommendations of a search committee and other supporting information presented by the Dean of the Faculty. Such appointments are subsequently reported to the Academic Affairs Committee of the Board and are subject to the approval of the Board of Trustees or its Executive Committee.

Appointment to a Non-Tenure-Track Chaired Professorships is made for a contractual period, normally five years, and may be renewed, subject to the recommendation of a

Faculty review committee, appointed by the Dean of the Faculty, and the recommendation of the Appointments and Promotions Committee.

2.1.b.ii. Experimental Positions: The Appointments and Promotions Committee approves appointments for Experimental Positions, basing its decisions on the recommendations of the search committee and other supporting information presented by the Dean of the Faculty. Such appointments are subsequently reported to the Academic Affairs Committee of the Board and are subject to the approval of the Board of Trustees or its Executive Committee.

Experimental Positions are established by the Educational Policy Committee with the approval of the Faculty. Faculty filling these positions are appointed for a contractual period. Experimental Positions, as such, are not renewable.

2.1.b.iii. Visiting Faculty: The Dean of the Faculty makes appointments of Visiting Faculty members, acting on the recommendation(s) of a special committee or the administrative head(s) of the candidate's disciplinary home(s). Such appointments are reported to the Committee and are subject to approval by the Board of Trustees or its Executive Committee.

Visiting Faculty are appointed part time or full time for a limited period, usually replacing Faculty members on leave.

2.1.b.iv. Part-Time Renewable Faculty: The Dean of the Faculty makes appointments of Part-Time Renewable Faculty members, acting on the recommendation(s) of a special committee or the administrative head(s) of the candidate's disciplinary home(s). Such appointments are reported to the Committee and are subject to approval by the Board of Trustees or its Executive Committee.

Part-Time Renewable Faculty serve for defined contract periods. Reappointment or renewal of contract is approved by the Appointments and Promotions Committee. Although there is no prescribed schedule for promotion, cases for promotion follow regular procedures.

2.1.b.v. Adjunct Faculty: The Dean of the Faculty makes appointments of Adjunct Faculty members, acting on the recommendation(s) of a special committee or the administrative head(s) of the candidate's disciplinary home(s) and reporting such appointments to the Committee. These appointments are subject to approval by the Board of Trustees or its Executive Committee.

Adjunct Faculty are typically members of the local community who serve a special academic function for the College, which may include teaching.

2.1.b.vi. Instructor: The rank of Instructor is used in a case where a Faculty member, offered a tenure-track position as Assistant Professor, has failed to complete the requirements for the Ph.D. by the start of the contractual period. Time served in the rank of Instructor does not count toward tenure.

2.1.b.vii. Artist-in-Residence: The Dean of the Faculty makes appointments of Artists-in-Residence, acting on the recommendation(s) of a special committee or the administrative head(s) of the candidate's disciplinary home(s), and reporting such appointments to the

Committee. These appointments are subject to approval by the Board of Trustees or its Executive Committee.

Artists-in-Residence are appointed for defined contractual periods, normally from one to three years.

2.1.b.viii. Lecturers: The Dean of the Faculty makes appointments of Lecturers, acting on the recommendation(s) of a special committee or the administrative head(s) of the candidate's disciplinary home(s), and reporting such appointments to the Committee. Additionally, members of the College staff and administration who are qualified to conduct courses may be appointed by the Dean of the Faculty as Lecturers. Appointments as Lecturers are subject to approval by the Board of Trustees or its Executive Committee.

Appointments to the category of lectureship may be renewable. (*Passed November 11, 2003*)

(*Section 11.2.1. Faculty Appointments amended in its entirety, May 11, 2004*)



2.2. Reviews for Reappointment, Promotion, and Tenure Decisions: The elected members of the Appointments and Promotions Committee and the Dean share responsibility with the President for evaluating all candidates for reappointment, promotion, or tenure. All reviews that are mandated to occur at a particular time (i.e., for reappointment, for promotion to Associate Professor with tenure, and for renewal of contract positions) are referred to the Committee by academic departments or programs or specially appointed committees. Other reviews (e.g., for promotion to Professor) may be referred to the Committee by the department or program or special committee or recommended to the Dean of the Faculty for further action by any tenured member of the Faculty. The A&P Committee, the Dean, and the President are responsible for the final preparation of those recommendations that require action by the Board of Trustees and its Academic Affairs Committee – i.e., tenure recommendations and recommendations for the award of emeritus/emerita status. (*Amended February 12, 2008*)

2.2.a. Policies of Trinity College: The award of tenure represents a long-term commitment by the College to the Faculty member. The Committee exercises the greatest care in reaching a tenure decision; in order for tenure to be recommended, the Committee must be persuaded by the prospect of continuing and significant contributions from the candidate.

In the absence of extraordinary circumstances as defined in advance by the Educational Policy Committee, the Appointments and Promotions Committee, the Dean, and the President make their decisions on reappointment, promotion, and the awarding of tenure, solely on the merit of each candidate without regard to the percentage of Faculty currently tenured or any other consideration of quotas. In addition, the criteria used to evaluate a candidate for reappointment, promotion, or tenure are neither so narrowly construed, nor applied in such a way, as to prejudice the case against an individual on the basis of race, gender, or religion, or for unconventional points of view or lifestyle, or for conducting research in non-traditional areas.

Tenure commits Trinity College to permanent appointment so long as the position to which the appointment is made continues to exist. Nor may a tenured Faculty member be dismissed except under the conditions specified in Appendix B.9.

2.2.b. The Timing of Reviews for Reappointment, Promotion and Tenure Decisions:

2.2.b.i. Reappointment: Assistant Professors are normally appointed for three years with the Reappointment decision made in the spring semester of the third year of appointment. A positive reappointment decision results in an additional three-year contract. A decision not to reappoint results in a terminal one-year contract. (*Amended February 12, 2008*)

2.2.b.ii. Tenure and Promotion to Associate Professor: The award of tenure results in promotion to Associate Professor for those below that rank. Tenure review normally occurs no later than the spring of the sixth year of appointment for Faculty appointed at the rank of Assistant Professor. A decision not to reappoint results in a terminal one-year contract. (*Amended March 13, 2007; February 12, 2008*)

2.2.b.iii. Promotion to Professor: While the College has no requirement for years in rank as Associate Professor before promotion to Professor, the Appointments and Promotions Committee evaluates candidates for Professor on the basis of their achievements and contributions in teaching, scholarship, and service since the awarding of tenure.

2.2.b.iv. Early Tenure: Any untenured faculty member on the tenure track who judges that his/her file reveals persuasive evidence of the fulfillment of the teaching, service, and scholarship criteria for tenure and promotion to associate professor, and a career trajectory which promises continued substantive contributions within each of those three areas may, in a timely fashion, request of the Dean of the Faculty that a review for tenure and promotion to the associate level (or simply tenure if she/he is already at a senior rank) be conducted prior to the expiration of the candidate's probationary period. Following such a request, the candidate's file shall be constructed and submitted according to the guidelines and deadlines which govern the reviews of junior faculty in their sixth year, with the exceptions that:

- at any time prior to the submission of the completed file, the candidate may withdraw his/her candidacy without penalty of termination of employment; and
- a failure of the candidate to attain early tenure shall not result in termination of the candidate's employment.

If the review occurs in a year otherwise devoted to the candidate's reappointment, a case for reappointment will be submitted to the A&P Committee along with a case for tenure and promotion. The A&P Committee shall accept two separate files or one file which addresses both levels of review.

The A&P Committee, the Dean, and the President shall apply the same scholarship, service, teaching and career trajectory criteria to early tenure cases as they apply to tenure cases submitted at the end of the 6-year probationary period for assistant professors. In the event that the candidate fails to attain early tenure (or tenure with promotion if the candidate is not already at a senior rank), the next tenure review will occur at the end of the candidate's probationary period. If the negative recommendation occurs in a year otherwise devoted to

the candidate's reappointment review, the Committee shall consider without prejudice the candidate's case for reappointment. (*Amended February 12, 2008*)

No faculty member may make more than one application for early tenure.

2.2.b.v. Extension of the Probationary Period: Extension of the probationary period may be granted to a faculty member on the tenure track who a) becomes a primary or coequal caregiver to a newborn or newly adopted child, or b) acquires full or partial leaves of absence for reasons of family/medical exigency other than given in a). "Family or medical exigency" will be defined in accordance with the circumstances supporting leave under the Connecticut or Federal Family and Medical Leave Act.

2.2.b.v.a. Extensions due to leaves acquired for reasons of family/medical exigency other than the providing of care to a newborn/newly adopted child:

Trinity College grants full and partial leaves of absence to eligible faculty members during the autumn and spring semesters as well as the summer period during which faculty normally have no contractual obligations to the College. For the purpose of the discussion below, the term session shall denote a spring semester, an autumn semester, or a summer period. One half of a session shall denote a period of 6 weeks.

Full leaves of absence taken prior to the semester of the tenure review will result in a compensatory rescheduling of upcoming A&P reviews according to the following schedule:

- i. a one-semester extension of the review period of the recipient's next A&P review for leaves taken during or following the semester of the reappointment review (or taken since the time of hire if prior to the reappointment review) that total at least ½ of a session and less than 1 session; (*Amended February 12, 2008*)
- ii. an additional one-semester extension of the review period of the recipient's next A&P review for leaves beyond those in (i) that bring the accumulated leave time to at least 1 session and at most 2 sessions;
- iii. an additional one-semester extension of the review period of the recipient's next A&P review for leaves beyond those in (i) and (ii) that bring the accumulated leave time to more than 2 sessions and at most 3 sessions;
- iv. an additional one-semester extension of the review period of the recipient's next A&P review for leaves beyond those in (i), (ii) and (iii) that bring the accumulated leave time to more than 3 sessions.

Partial leaves of absence, measured in terms of teaching unit reduction and taken prior to the semester of the tenure review, will result in a compensatory rescheduling of the availing faculty member's upcoming A&P reviews according to the following schedule:

- i. a one-semester extension of the review period of the recipient's next A&P review for partial leaves taken during or following the semester of the reappointment review (or taken since the time of hire if prior to the reappointment review) that total more than 2 teaching units and at most 3½ teaching units. (*Amended February 12, 2008*)

- ii. an additional one-semester extension of the review period of the recipient's next A&P review for partial leaves beyond those in (i) that bring the accumulated leave time since the last review to more than 3½ teaching units and at most 6½ teaching units.
- iii. an additional one-semester extension of the review period of the recipient's next A&P review for partial leaves beyond those in (i) and (ii) that bring the accumulated leave time since the last review to more than 6½ teaching units and at most 8½ teaching units.
- iv. an additional one-semester extension of the review period of the recipient's next A&P review for partial leaves beyond those in (i), (ii) and (iii) that bring the accumulated leave time since the last review to more than 8½ teaching units and less than 10 teaching units.

2.2.b.v.b. Extensions due to the providing of care to a newborn/newly adopted child:

The caregiver may elect a two-semester extension of his/her current review period, even if the caregiver does not avail him/herself of full or partial leaves for the purpose of child-rearing. The caregiver's review period may be additionally extended due to the acquisition of other leaves taken for reasons of family/medical exigency, subject to the following constraints:

- i. if the caregiver elects the two-semester extension of the probationary period, then normally, full or partial leaves acquired by the caregiver during the session of birth/adoption or the session immediately thereafter will neither precipitate additional extensions of the review period nor count toward the totality of leaves taken during that review period.
- ii. leaves acquired solely for the purpose of rearing the well child will result in no probationary period extension other than the two-semester extension elected by the caregiver.
- iii. the election of a two-semester probationary period extension as a result of birth/adoption may be invoked at most once per child, and at most twice throughout the junior faculty member's entire probationary period.
- iv. the election of a two-semester probationary period extension may be declared at any time before the dean's office mails materials to the external evaluators. (*Section iv. added November 13, 2012*).

A faculty member whose next review date has been extended due to leaves or birth/adoption may elect to be reviewed in an earlier semester, subject to the following constraint: if the next review is the reappointment review, then that review shall occur no earlier than it would have occurred had there been no extension of that review period. (*Amended February 12, 2008*)

Under circumstances outside of family/medical exigency and birth/adoption, a candidate may request an extension of the probationary period. Such a request must be approved by the head(s) of the candidate's disciplinary home(s) and the Dean of the Faculty.

Professional materials generated during a leave of absence or review period extension of

any type described above shall be considered by the A&P Committee under the same policies which govern the consideration of materials generated by faculty not on leave and not under review period extension.

Leaves of absence for up to one year, taken for academic reasons, typically do not extend the probationary period.

(Section 2.2.b.v. added March 13, 2007)

2.2.c. Criteria for Reappointment, Promotion, and Tenure: The enduring excellence of Trinity College rests on the high quality of its Faculty's teaching and scholarly or creative work. The maintenance of a community congenial to these standards rests, in turn, on the willingness of its Faculty to undertake responsibility for service. Therefore, the criteria for reappointment, promotion, and tenure are teaching, scholarship or creative work, and service, as defined below for each stage of evaluation. None of the criteria may be ignored, and continuing significant achievement is required in each of these three areas as the candidate moves through the stages of review for reappointment or promotion.

Throughout a candidate's career there should be evidence of

- the continuing development of teaching effectiveness in the classroom as well as in related areas of advising, supervision of student projects, and curriculum and program development;
- scholarly intentions and a program of research as well as evidence of engagement in productive scholarship, of steady progression in the quality of that scholarship, and of its recognition by a wider professional community; and
- continuing growth in the scope and significance of service contributions to the department/program and to the College.

(Passed February 10, 2004)

At each stage in the process of reappointment, promotion, and tenure, the department or special committee as well as the Appointments and Promotions Committee (including the Dean) and the President (as required) review a candidate's record with expectations appropriate to the rank. At the reappointment review, particular attention is given to a candidate's prospects for tenure, and the Committee shall indicate as clearly as possible those areas to which a candidate needs to address special attention before the tenure review. *(Amended February 12, 2008)*

2.2.c.i. Reappointment

a. Teaching

Development of teaching effectiveness should be evident, reflected in course design and appropriate revision, along with involvement in advising and student-research supervision.

b. Scholarship

Scholarship should now be coming to fruition; the candidate should be involved in continuing, focused scholarly activities in his or her field.

c. Service

Service within the department and/or program should be manifest and, where possible, service to the College should have begun.

(Amended February 12, 2008)

2.2.c.ii. Promotion to Associate Professor with Tenure

a. Teaching

The candidate should now have achieved full teaching effectiveness, demonstrated over a reasonably wide range of courses both within the department and/or program and, save in exceptional cases, through participation in one or another of the College's extradepartmental academic programs, as well as in advising and supervision of student research.

b. Scholarship

The candidate's research should have progressed beyond the stage of promise and should have achieved its promise of fruition. Significant public demonstration of scholarship and a corresponding professional recognition should now be evident.

c. Service

The candidate should have made demonstrable contributions to the College proper.³ Contributions to her/his profession, or to the larger community in which the College exists, should now, where possible, have begun. *(Passed February 10, 2004.)*

2.2.c.iii. Promotion to Professor

a. Teaching

Already a fully effective teacher, the candidate should now have demonstrated leadership in curriculum and program development in the department, program, or College.

b. Scholarship

The candidate should have achieved a record of mature scholarship.

c. Service

The candidate should have made sustained and significant contributions to the College proper⁴, and, where possible, contributions to her/his profession, or to the larger community in which the College exists. *(Passed December 2, 2003)*

2.2.d. Procedures for Review: The review process for Reappointment or for promotion to Associate Professor with Tenure is initiated by the Dean of the Faculty, who has the responsibility of determining well in advance of any mandatory deadlines those Faculty members upon whose reappointment the Appointments and Promotions Committee must act within a given year. *(Amended February 12, 2008)*

³ In the case of candidacies for tenure in the first year of employment at the College, the Committee will take account of the candidate's service at her/his prior institution.

⁴ In the case of candidacies for tenure in the first year of employment at the College, the Committee will take account of the candidate's service at her/his prior institution.

The review process for promotion to Full Professor, in the event of a non-joint appointment, is normally initiated by the candidate's department chair or program director.

The review process for promotion to Full Professor, in the event of a joint appointment, is normally initiated by the administrative head of the candidate's primary disciplinary home (i.e., the home which claims the greater part of the candidate's teaching), in consultation with the administrative head of the candidate's secondary home.

In either case, it is the responsibility of the administrative heads of each of the candidate's disciplinary homes to periodically review Associate Professors for the purpose of determining a time at which to initiate a review for promotion to Professor. Additionally, any tenured member of the Faculty, including the potential candidate for promotion, may bring to the Dean of the Faculty a request that the review process be initiated.

The department chair or, where appropriate, the director of an interdisciplinary program is responsible for determining when to initiate review for promotion of an Associate Professor to the rank of Professor and to that end periodically reviews Associate Professors. In anomalous circumstances, any tenured member of the Faculty, including the potential candidate for promotion, may bring to the Dean of the Faculty a request that the review process be initiated.

It is the responsibility of the Dean of the Faculty to confer with the administrative head of each of the candidate's disciplinary homes, or with the chair of a special committee, in order to review the requirements as they pertain to the sequence of reappointments and the possible effects of a decision, particularly whether or not the reappointment will presume tenure or be terminal. The review of the candidate shall then proceed in sequence through the departmental/programmatic review committee(s), the Appointments and Promotions Committee, the President (as required), and then (if the award of tenure is involved) to the Academic Affairs Committee of the Board, and the Board of Trustees or its Executive Committee.

STATEMENT ON CONFIDENTIALITY

The Appointments and Promotions Committee, the Dean, and the President respect the right to confidentiality. With the exception of each departmental/programmatic letter, the contents of letters of recommendation and evaluation from whatever source shall not be revealed to the candidate. Nor shall those contents be revealed to any other person or persons, except those who have a need to know by virtue of their position. Letters from external evaluators, and letters from students and faculty and others addressing teaching, however, shall be available to the members of the review committee(s) of the candidate's disciplinary home(s) and, if applicable, to members of a special review committee. Furthermore, it is understood that members of the staff and administration, who might by virtue of their jobs see the contents of these letters, shall respect this confidentiality. Similar restrictions apply to the Committee discussions of candidates, with the exception of what is disclosed in any letter from the Committee to the candidate or review committee chair. (*Amended March 10, 2009*)

2.2.d.i. Departmental Recommendation

a. Non-Joint Positions. Departmental/ Programmatic Recommendation: In

the event that the candidate's position is wholly allocated to a department, there shall be a departmental review committee, normally chaired by the Department Chair, which consists of the tenured members of the department. In the event that the candidate's position is wholly allocated to a program, there shall be a programmatic review committee, normally chaired by the Program Director, which includes tenured members of the program and/or other members according to the candidate's letter of appointment.⁵ In either case, the review committee chair shall be privy to all materials in the candidate's file, and shall be henceforth referred to as the filekeeper.⁶

a.i. Initiation of Action: In order to carry out the evaluation of a Faculty member, the filekeeper shall call a meeting (or meetings) of the members of the review committee to discuss the merits of, and vote upon, any proposed recommendation. Additionally, the filekeeper shall consult with all review committee members who are on leave and away from campus. Prior to the meeting at which the vote is taken, all review committee members shall have had access to all relevant material on the basis of which an informed judgment may be made. It shall be the responsibility of the filekeeper to ensure the timeliness of each step in the review process.

a.ii. Letters of Recommendation: The filekeeper shall prepare a letter which reports faithfully to the Appointments and Promotions Committee the tenor of the review committee discussion concerning the candidate and the review committee recommendation and vote.⁷ The letter shall include a thorough discussion of the three criteria of Teaching, Scholarship and Service. This letter shall be signed by the candidate (indicating that s/he has been given the opportunity to read the letter) and by each review committee member present at the meeting (indicating concurrence with the contents of the letter). The candidate shall receive a copy of the signed review committee letter. Each review committee member (including the filekeeper) shall write a personal letter of evaluation which the filekeeper shall enter into the candidate's file. The filekeeper shall read these letters, and ensure the consistency of each with the departmental/ programmatic letter. The filekeeper shall hold all personal letters in confidence, and shall not cite their contents in any letter to which the candidate is privy. (*Amended March 10, 2009*)

a.iii. Role of Affirmative Action in A&P Procedures: Per Appendix B.2 of the Faculty Manual, the principle of Affirmative Action shall be given weight in the review process by departments, programs, special review committees,

⁵ The Dean may use his/her discretion to appoint to review committees faculty on phased retirement and/or non-tenured associate and full professors with long-term contracts. (*Added February 12, 2008*)

⁶ In some instances it will be inappropriate for the Department chair or the Program Director to serve as both review committee chair and filekeeper; in such cases, the role of review committee chair and filekeeper shall be assumed by some other faculty member, to be appointed by the Dean of the Faculty from among the other members of the review committee.

⁷ In all instances, the filekeeper is to serve as an impartial facilitator and materials collector for the candidate's file, and in that capacity, (s)he should be neither an advocate nor a detractor for the candidate seeking a decision before the Appointments & Promotions Committee. The filekeeper shall not bias the review committee letter to reflect her/his personal position taken on the merits of the case. The filekeeper's personal views are to be expressed anonymously as part of the objective summary of the committee discussions in the review committee letter and then elaborated upon in her/his required personal letter added to the candidate's file. (*Added October 16, 2007*)

the Appointments and Promotions Committee (including the Dean), the President, and the Appointments and Promotions Appeals Board (if relevant) in two ways: (1) dimensions of assessment peculiar to a minority or female candidate, such as service on search committees, student advising, student recruitment activities, and appropriate public relations activities must not be neglected; (2) the candidate's scholarly activities, particularly when these are in new or non-traditional fields, must receive a fair and unbiased review. (Added February 5, 2005)

b. Joint Positions: Departmental/Programmatic Recommendations: In the event that the candidate's position is jointly allocated to two disciplinary homes, there shall be two review committees. Each disciplinary home which is a department shall be represented by a departmental review committee, normally chaired by the Department Chair, and consisting of the tenured members of that department. Each disciplinary home which is a program shall be represented by a programmatic review committee, normally chaired by the Program Director, which includes members of the program and/or other members according to the candidate's letter of appointment. It is understood that some faculty members may belong to both committees. There shall be exactly one review committee chair, referred to as the filekeeper, who shall be privy to all of the materials in the candidate's file. Normally, the filekeeper shall be the chair of whichever review committee represents the candidate's primary disciplinary home (i.e., the home which claims the greater part of the candidate's teaching). In the event that the candidate is shared equally by his/her two disciplinary homes, the filekeeper shall be one of the two review committee chairs, as designated by the Dean of the Faculty.⁸

b.i. Initiation of Action: In order to carry out the evaluation of a Faculty member whose position is jointly allocated to two disciplinary homes, the filekeeper shall call a joint meeting (or meetings) of the two review committees to discuss the candidate's case. The filekeeper shall consult with all members of each review committee who are on leave and away from campus. Following the joint meeting(s), the chairs of the two review committees shall call separate and independent meetings of their respective committees to discuss the merits of, and vote upon, any proposed recommendation. Additionally, the review committee chairs shall consult with all members of their respective committees who are on leave and away from campus. Prior to the joint departmental/programmatic meeting(s), all review committee members shall have had the opportunity to review all relevant materials on the basis of which an informed judgment may be made. It shall be the responsibility of the filekeeper to ensure the timeliness of each step in the review process.

b.ii. Letters of Recommendation: The chair of each review committee shall prepare a letter which reports faithfully to the Appointments and Promotions Committee the tenor of the discussion within his/her separate review

⁸ In some instances it will be inappropriate for the administrative head of the candidate's primary disciplinary home to serve as both review committee chair and filekeeper; in such cases, the role of review committee chair and filekeeper shall be assumed by some other faculty member, to be appointed by the Dean of the Faculty from among the other members of that review committee. Additionally, in some instances it will be inappropriate for the chair of the candidate's secondary disciplinary home to serve as chair of that home's review committee; in such cases, the role of review committee chair shall be assumed by some other faculty member, to be appointed by the Dean of the Faculty from among the other members of that review committee.

committee meeting concerning the candidate and the review committee recommendation and vote.⁹ The letter shall include a thorough discussion of the three criteria of Teaching, Scholarship and Service. This letter will be signed by the candidate (indicating that s/he has been given the opportunity to read the letter) and each member present at the meeting of the chair's review committee (indicating concurrence with the contents of the letter). The filekeeper shall enter the letter from each review committee into the candidate's file, and the candidate will receive copies of both letters. After the completion of both letters, yet well in advance of the file's due date, the filekeeper shall make copies of the letters available to each member of each review committee. Each member of each review committee, including the review committee chairs, shall then contribute a personal letter of evaluation. The review committee chair who is not the filekeeper shall read the personal letters of his/her review committee members, ensuring consistency between those personal letters and the committee's departmental/programmatic letter. (S)he shall then forward all personal letters to the filekeeper. The filekeeper shall read the personal letters of the members of each review committee, ensuring consistency between the departmental/programmatic letter and the letters from the departmental/programmatic review committee. The filekeeper shall enter all personal letters (including her/his own) into the candidate's file. The review committee chairs shall hold the contents of all personal letters in confidence and shall not cite their contents in any letter to which the candidate is privy. (*Amended March 10, 2009*)

b.iii. Role of Affirmative Action in A&P Procedures: Per Appendix B.2 of the Faculty Manual, the principle of Affirmative Action shall be given weight in the review process by departments, programs, special review committees, the Appointments and Promotions Committee (including the Dean), the President, and the Appointments and Promotions Appeals Board (if relevant) in two ways: (1) dimensions of assessment peculiar to a minority or female candidate, such as service on search committees, student advising, student recruitment activities, and appropriate public relations activities must not be neglected; (2) the candidate's scholarly activities, particularly when these are in new or non-traditional fields, must receive a fair and unbiased review. (*Added February 5, 2005*)

c. Procedures of Special Committees: The review of Faculty members appointed to Non-Tenure-Track Chaired Professorships or Experimental Positions is conducted through Special Committees of Faculty from cognate departments or programs appointed by the Dean of the Faculty in consultation with the Faculty member. The Dean also appoints the chairs of the Special Committees. The Appointments and Promotions Committee settles any disputes in the selection of a Special Committee. Special Committees follow departmental procedures and report their recommendations to the Appointments and Promotions Committee.

⁹ In all instances, the filekeeper is to serve as an impartial facilitator and materials collector for the candidate's file, and in that capacity, (s)he should be neither an advocate nor a detractor for the candidate seeking a decision before the Appointments & Promotions Committee. The filekeeper shall not bias the review committee letter to reflect her/his personal position taken on the merits of the case. The filekeeper's personal views are to be expressed anonymously as part of the objective summary of the committee discussions in the review committee letter and then elaborated upon in her/his required personal letter added to the candidate's file. (*Added October 16, 2007*)

d. Appointments and Promotions Committee Procedures

STATEMENT ON CONFLICT OF INTEREST

Conflict of interest in appointments and promotions decisions consists of a fact or a relationship that could interfere with a Committee member's ability to evaluate a candidate solely on the basis of the merits of the case. If a member of the Appointments and Promotions Committee believes that a conflict of interest exists, it must be disclosed to the Committee so that it can determine whether a member will be excused from hearing the case. If a candidate believes that a conflict of interest exists, he or she shall present evidence for this to the Dean of the Faculty, who will take the matter to the Committee for a decision.

Additionally, when a candidate and an elected A&P Committee member are in the same department or program, or when an A&P Committee member serves on a special committee to review a candidate, the A&P Committee member will participate in the review process at the department or program or special committee level as required, and be recused from participation in the hearing or disposition of the candidate's case at the A&P level. If the Dean or the President holds an appointment in the department or program of a candidate due to come before the A & P Committee, he/she will take no part whatsoever in the department or program's deliberations and evaluations of the candidate.

(Amended October 17, 2006)

d.i. Files: The Chair of the Appointments and Promotions Committee is responsible for preparing copies of the candidate's file for the members of the Committee. The file includes a Curriculum Vitae, the candidate's statement, internal and external letters addressing teaching, research, and service, the departmental/programmatic recommendation(s), student course evaluations (including student letters), and course materials. (A list of materials to be included in a candidate's file can be found in the current "Appointment and Promotions Committee's Membership, Calendar, and Checklist" issued annually by the Committee.) The candidate receives an inventory of the file. The Chair also maintains a collection of the candidate's scholarly or creative work for review by the Committee. The Chair of the Committee maintains an archive of the originals of the Appointments and Promotions files; the copies of the files are destroyed. *(Amended March 10, 2009)*

Deliberation by the Committee begins only after the receipt of the completed file. If the Committee finds a candidate's file deficient or flawed in any respect, it will return the file to the filekeeper for rectification.

d.ii. Deliberations: The Appointments and Promotions Committee, in closed session, deliberates on the qualifications of each candidate for reappointment, promotion, or tenure. However, should the Committee have questions about a candidacy, it may at its discretion conduct a number of interviews with the candidate, with the review committee chair(s), or with any other contributor to the file prior to taking final action. The Committee's questions will be conveyed in writing to the selected respondents, with a copy to the filekeeper. Normally, the Committee will meet with no more than one person at a time.

No interview of any type shall take place, or continue, unless all members of the A&P Committee are in attendance.

A record of each interview will be drafted and reviewed for accuracy by all persons present at the meeting. In the event that the respondent is not the candidate, copies of the record in its final form shall be sent only to the members of the A&P Committee, the interviewee and the filekeeper, who shall enter his/her copy into the candidate's file. In the event that the respondent is the candidate, a copy of the record in its final form shall be sent only to the members of the A&P Committee and the candidate.

The Committee, at its discretion, may require a written reply from a respondent rather than an oral reply. In such an event, the Committee's questions will be conveyed in writing to the respondent, with a copy to the filekeeper. If that respondent is not the candidate, copies of the written response shall be sent only to the members of the A&P Committee and the filekeeper, who shall enter his/her copy into the candidate's file. If that respondent is the candidate, copies of the written response shall be sent only to the members of the A&P Committee, and, solely upon the request of the candidate, to the filekeeper.

d.iii. Recommendations: Notifications of the Committee's recommendations on promotion to Professor are normally given in mid-December, and for reappointment and for promotion to Associate Professor, in mid-March. (*Amended February 12, 2008*)

For tenure-track Faculty members with a previous letter of reappointment, a negative decision must be based on failure to meet the standards of improvement derived from expectations for rank and specified in the last letter of reappointment. In those actions for which a prior letter is not required, the grounds for a negative recommendation must be failure to achieve the expectations outlined in the Faculty Manual. (*Amended February 12, 2008*)

In the event that a case is ultimately decided in the negative, the Dean of Faculty shall send a letter to the chair of the candidate's review committee¹⁰, with a copy to the candidate, citing in detail the reasons for the negative recommendation. This letter and the information it contains are to be treated as confidential, and shall constitute formal notice of termination of contract.

a. Non-Tenure Cases: After full deliberation, the Dean shall prepare his/her recommendation and the elected members of the Committee shall prepare their collective recommendation based on the vote of the majority.¹¹ If the two recommendations are both positive, then a positive decision will be reported by the Dean to the Academic Affairs Committee of the Board with no contravening action to be taken by the President or the Board. If at least one of the two recommendations is negative, then the Committee will interview

¹⁰ If the candidate is jointly appointed to two disciplinary homes, then the letter will be sent to the chair of each of the candidate's review committees.

¹¹ A positive recommendation requires a majority of the voting faculty members.

separately the candidate and the chair of the candidate's review committee¹², following which the recommendations of the Dean and a majority of elected members may be revised. If the revised recommendations are both positive, then a positive decision will be reported by the Dean to the Academic Affairs Committee as above. If they are both negative, then no report will be made to the Academic Affairs Committee, and the case will be closed except to appeal through the A&P Appeals Board. *(Amended December 12, 2006)*

If the Dean and the majority of elected members cannot come to agreement, then the Dean and the body of elected members will prepare separate letters, each viewable by the other, that fully specify the reasons for their respective positions. The letter from the elected members will also specify the vote and reasons in support of the views of the minority if the vote was divided. The Dean will forward the two letters to the President who, after reviewing the candidate's full file, will meet with the Committee at least once for discussion of the case. At those joint meetings with the President, the Committee may request or receive additional information, or conduct interviews, per Section dii. Additionally, in consideration of the case, the President may, in writing, request additional information from the A&P Committee, the candidate, or the filekeeper. All requests for information from the filekeeper or the candidate will be copied to the Committee and the candidate's filekeeper, and all responses from the filekeeper or the candidate will be in writing, copied to the A&P Committee.

If, following the joint meeting(s) of the Committee and the President, the separate recommendations of the Dean and a majority of the elected members are both positive, then a positive decision will be reported by the Dean to the Academic Affairs Committee of the Board with no contravening action to be taken by the President or the Board. If at least one of the two recommendations is negative, then the candidate and the chair of the candidate's review committee¹³ will be interviewed separately at a joint meeting of the Committee and the President, following which the recommendations of the Dean and a majority of elected members may be revised. If the revised recommendations of the Dean and a majority of elected members are both positive, then a positive decision will be reported by the Dean to the Academic Affairs Committee of the Board with no contravening action to be taken by the President or the Board. If they are both negative, then the case will be closed except to appeal through the A&P Appeals Board. If the revised recommendations of the Dean and the majority of elected members still do not agree, then the President will convey and justify the definitive decision in writing to the Committee, basing it upon the criteria given in the Faculty Manual, the letter of reappointment (if any), and evidence presented. If the President's decision is negative, then the case will be closed except to appeal through the A&P Appeals Board. *(Amended February 12, 2008)*

b. Tenure cases: After full deliberation, the Dean shall prepare his/her recommendation and the elected members of the A&P Committee shall

¹² If the candidate is jointly appointed to two disciplinary homes, then the two review committee chairs will be interviewed separately.

¹³ If the candidate is jointly appointed to two disciplinary homes, then the two review committee chairs will be interviewed separately.

prepare their recommendation based on the vote of the majority.¹⁴ The Dean and the body of elected members shall prepare separate letters, each viewable by the other, that convey and justify their respective recommendations. Additionally, the letter prepared by the elected members shall specify the vote and all reasons in support of the views of the minority if the vote was divided. The Dean will forward the two letters to the President. Upon receipt of the letters, the President will convey and justify his/her own recommendation in a letter to the A&P Committee, basing it upon the criteria given in the Faculty Manual, the letter of reappointment (if any), and evidence presented. (*Amended December 12, 2006; February 12, 2008*)

In consideration of the case, the President may, in writing, request additional information from the Committee, the candidate, or the filekeeper. All requests for information from the filekeeper or the candidate will be copied to the A&P Committee and the candidate's filekeeper, and all responses from the filekeeper or the candidate will be in writing, copied to the Committee.

If the recommendations of the Dean, the President, and a majority of elected members are positive, then the President shall convey a positive decision to the trustee Academic Affairs Committee for pro forma ratification by the Board.

If at least one of the three recommendations is negative, the President will meet with the Committee one or more times for discussion of the case. At those meetings, the Committee may request or receive additional information, or conduct interviews, per Section dii. Additionally, separate interviews of the candidate and the chair of the candidate's review committee¹⁵ will be conducted.

Following full deliberation, the Dean, the President, and the elected members of A&P may revise their recommendations and letters. If the revised recommendations of the Dean, the President, and a majority of elected members are positive, then the President shall convey a positive decision to the trustee Academic Affairs Committee for pro forma ratification by the Board. If the revised recommendations are each negative, then no report will be made to the Academic Affairs Committee, and the case will be closed except to appeal through the A&P Appeals Board. If the revised recommendations are divided, then the President will forward all three revised letters of recommendation to the Academic Affairs Committee of the Board. The Academic Affairs Committee will prepare its own recommendation based upon the criteria given in the Faculty Manual, the latest letter of reappointment (if any), and evidence presented. It will then forward its recommendation to the Board for pro forma ratification. Before issuing any negative recommendation to the Board, the Academic Affairs Committee will meet at least once with (together) the Dean, the President, and an elected member of the A&P Committee representing the recommendation of the majority of elected members. Additionally, the Academic Affairs Committee will interview separately the candidate and the chair of the candidate's review

¹⁴ A positive recommendation requires a majority of the voting faculty members.

¹⁵ If the candidate is jointly appointed to two disciplinary homes, then the two review committee chairs will be interviewed separately.

committee¹⁶.

c. Provision for Appeal: If, in a non-tenure case, either the President makes a final negative decision or a majority of the elected members of the A&P Committee and the Dean together make a final negative decision, the candidate may appeal the decision through the Appointments and Promotions Appeals Board. If, in a tenure case, a final negative decision follows from the unanimously negative recommendations of the President, the Dean, and a majority of elected members of the A&P Committee, the candidate may appeal the decision through the Appointments and Promotions Appeals Board.

Trinity follows AAUP guidelines in making notifications for non-renewal. Written notice that a probationary appointment is not to be renewed will be given to the Faculty member in advance of the expiration of his/her appointment as follows: "(1) not later than March 1 of the first academic year of service if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination; (2) not later than December 15 of the second academic year of service if the appointment expires at the end of that year; or, if the initial two-year appointment terminates during an academic year, at least six months in advance of its termination; (3) at least twelve months before the expiration of an appointment after two or more years of service in the institution."

In the event of a negative decision by the Appointments and Promotions Committee, a candidate may appeal to the Appointments and Promotions Appeals Board. The right to appeal is in no way obviated or abridged by the fact that formal notification of termination of contract is deemed to have been given.

d. Non-Uniform Recommendations in the Case of Shared Appointments: If one of the partners in a shared appointment fails to be reappointed, the College may consider whether or not to reappoint the other to a full-time position. The shared appointment does not, however, guarantee such a full-time appointment for either partner.

If one of the partners in a shared appointment is not awarded tenure, the tenure of the other partner is nullified, unless the College agrees to appoint that partner to a full-time position with tenure.

(Section 11.2.2. Reviews for Reappointment, Promotion, and Tenure Decisions amended in its entirety, May 11, 2004; Amended Dec. 5, 2005; October 17, 2006; December 12, 2006; March 13, 2007; February 12, 2008; March 10, 2009)

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2.3. Appointments and Promotions in Physical Education: Faculty members in the Department of Physical Education shall be hired and renewed on contract.

¹⁶ If the candidate is jointly appointed to two disciplinary homes, then the two review committee chairs will be interviewed separately.

2.3.a. Hiring, review and renewal of the Physical Education Faculty under the contract system: A Faculty member in Physical Education with no more than a bachelor's degree shall be hired as an instructor and reviewed on a three-year cycle. A Faculty member in Physical Education with a master's or doctor's degree shall be hired as an Assistant Professor and reviewed under the system laid out below.

For those hired at the rank of Assistant Professor, the initial appointment shall be for three years with review for a three-year renewal in the fall of the second year.

A review will follow in the fall of the fifth year, and, if successful, in the fall of the eighth year. At the time of the third review, the candidate will be considered for promotion to Associate Professor and a five-year contract. Renewal and promotion must accompany each other. Subsequent renewals are for five years, with review occurring in the fourth year.

At a time mutually determined between a Faculty member and the Chair of the Physical Education Department, the Faculty member may be considered for promotion to Professor.

When a Faculty member in the Physical Education Department is hired from outside with previous experience, s/he may be given the rank of Associate Professor or Professor. An Associate Professor will be given two three-year reviews, and a Professor one three-year review, before moving on to the five-year review cycle.

(Amended February 14, 2012)

2.3.b. Criteria for promotion in Physical Education: Promotion to or appointment at the rank of Assistant Professor requires a master's degree; demonstrated professional competence, both in the conduct of physical education classes and the coaching of intercollegiate teams; scholarly work and professional activity (for example, attendance and/or participation at sport clinics, membership in professional organizations, etc.).

Promotion to or appointment at the rank of Associate Professor requires a master's degree; demonstrated competence as head coach of a varsity sport; demonstrated growth of competencies beyond the areas of his or her particular specialty; extension of his/her capability enabling him/her to make increasing contributions to the effectiveness of the department; outstanding performance as a teacher, both in the Physical Education program and as a varsity coach; and written support from colleagues both within and outside the department.

Promotion to the rank of Professor from within the Faculty at Trinity recognizes a sustained contribution to the academic programs of the College and an established and continuing professional competence.

Promotion to or appointment at this rank requires a master's degree including substantial graduate study and sustained outstanding performance as a teacher in both Physical Education and athletics, supported by student evaluations and written statements by colleagues both within and outside the department.

In addition, distinguished accomplishments within the profession demonstrated by one or more of the following are required: election to office in national or regional professional organizations; receipt of honors or awards for professional achievement; publications of

professional work; the assumption of major responsibilities within the Department (e.g. serving as Director of Athletics or Head Coach of football or basketball; coaching three seasons of the year or serving as head coach in two; or assuming administrative responsibility for the program of courses in Physical Education).

Further, written evaluations of the candidate from colleagues both within and outside the department, and from nationally distinguished professionals in Physical Education are required.



3. Reporting to the Faculty

The Appointments and Promotions Committee reports to the Faculty:

3.1. Changes in Policy: The Committee first brings to the Faculty for their vote proposals for such changes in policy as require approval by the Academic Affairs Committee of the Board of Trustees.

3.2. Announcements of Reappointments, Promotions, and Awards of Tenure: The Committee announces reappointments, promotions, or awards of tenure as soon as is practicable after the decisions are officially made by the Board of Trustees.

3.3. Meetings with Department and Committee Chairs and with Members of the Faculty: Each spring semester the Chair of the Appointments and Promotions Committee and the Dean of the Faculty meet with current chairs, incoming chairs, current directors and incoming directors of all Departments and Programs in which there are candidates who will be reviewed in the following academic year. In addition, the Committee schedules a meeting once each semester for all interested Faculty members to discuss the policies and procedures of the Committee.

3.4. Annual Issuing of "Membership, Calendar, and Checklist: Each year by June 1 the Committee issues a document entitled "Appointments and Promotions Committee's Membership, Calendar, and Checklist for the Academic Year 20__-20__" This document lists the names of the Committee members for the year and provides information on the materials to be included in the files of candidates for reappointment, promotion, and tenure. At the time of issuance, the Committee will present to the Faculty for their approval any substantive changes in the "Checklist."

(Passed April 13, 1976; Amended October 11, 1977; May 5, 1987; September 19, 1989)

12: APPOINTMENTS AND PROMOTIONS APPEALS BOARD

1: Membership

The members of the Appointments and Promotions Appeals Board are three full professors, not concurrently serving as Ombudsman or on the Appointments and Promotions Committee or the Academic Freedom Committee. Members are elected for staggered three-year terms.

2: Responsibilities

The Appeals Board hears candidates' appeals from negative decisions made by the Appointments and Promotions Committee in matters of reappointment, promotion, and tenure. The grounds for appeal are serious procedural defect, fundamental unfairness, or violation of the College's policy with respect to non-discrimination and affirmative action. Information from other committees (e.g., the Academic Freedom Committee, the Affirmative Action Committee) bearing upon the appellant's case shall be submitted to the Appeals Board.

The decision of the Appeals Board, and a summary of the evidence and arguments supporting that decision, shall be communicated in writing to the appellant and to the Appointments and Promotions Committee. If the Board concludes that there was a serious procedural defect, fundamental unfairness, or violation of the College's policy with respect to non-discrimination and affirmative action, it shall direct the Appointments and Promotions Committee to rehear the case, without prejudice, in a fashion that, in the opinion of the Appeals Board, meets the objections cited by the Appeals Board in its report. Finally, the Appointments and Promotions Committee shall rehear the case and make a judgment.

3: Schedule for Appeals

The schedule for appeals is designed so that the appeals process will normally be completed within ninety days from the candidate's receipt of a letter reporting a negative decision. Partners who share an appointment may appeal decisions in the normal way subject to the following conditions: if neither partner is reappointed, each partner presents his/her case for reconsideration, separately; if one partner is not reappointed, that partner presents his/her case, independently.

3.1: Notification of the Decision to Appeal

In the event of a negative decision by the Appointments and Promotion Committee, an appellant will have ten days subsequent to the receipt of written notification of this decision to submit an intention of appeal to the Appeals Board.

3.2: Submission of an Appeal

The appellant will have thirty days from the date of receipt of written notification from the Appointments and Promotion Committee to submit a completed appeal; information from any other committee bearing upon the case must also be submitted within these thirty days. At the request of the appellant or of a relevant committee, the Appeals Board may extend this deadline, but ordinarily for no longer than ten days.

3.3: Decision of the Appeals Board

The Appeals Board will make every effort to render its decision within thirty days of submission of the completed appeal.

3.4: Rehearing by the Appointments and Promotion Committee

If the Appeals Board returns a case to the Appointments and Promotions Committee, that case will be reconsidered by the Committee as constituted when it was originally heard. The Committee will make every effort to render its final decision within thirty days after being directed to rehear the case by the Appeals Board.

3.5: Extended Membership on the Appointments and Promotions Committee

In the event that an appeal extends beyond the ninety-day period and is then returned to the Appointments and Promotions Committee, the term of the outgoing member of the Committee will be extended beyond August 15 for the purpose of hearing that appeal.

(Passed April 13, 1976; Amended October 11, 1977; May 5, 1987; September 19, 1989)

13: COMMITTEE ON INSTITUTIONAL ADVANCEMENT

1: Membership, Election, Tenure

1.1: The Committee shall consist of three members of the Faculty, one each from the Social Sciences, the Mathematical and Natural Sciences, and the Arts or Humanities.

1.2: Faculty members on the Committee on Institutional Advancement will serve for a term of three years, with one member elected each year and two consecutive terms allowed.

2: Jurisdiction, Obligations, Procedures

2.1: The Committee on Institutional Advancement shall be the principal instrument of Faculty participation in the formulation and implementation of College policies on development, communication, faculty grants, and alumni affairs.

2.2: Obligations and Procedures

2.2.a: The Committee shall regularly review Advancement strategies.

2.2.b: The Committee shall be responsible for conveying to the Advancement Office Faculty interests, concerns, and suggestions.

2.2.c: The Committee shall meet regularly with officers responsible for Faculty Grants and foundation giving.

2.2.d: The Committee shall work with the communications office to develop approaches and strategies for facilitating dissemination of faculty research and writing.

2.2.e: It will be the responsibility of the Committee to inform itself about trends or activities external to the College which might influence the work of the two offices and the policies they pursue.

2.2.f: It will also be the responsibility of the Committee to review available publications and other materials prepared by or for Advancement.

2.2.g: The Committee will be available to render assistance and advice to the Vice President for Advancement when requested to do so.

2.2.h: The Committee will represent the Faculty at meetings of the Trustees' Committee on Advancement.

2.2.i: The Committee will report to the Faculty in writing at least once each academic year.

(Passed May 8, 1984; Amended May 5, 1992; Edited to reflect current practice August, 1998; Amended May 4, 2010)

14: CURRICULUM COMMITTEE

1: Membership, Election, Tenure

Membership of this committee shall consist of 7 elected Faculty members, at least one each from the arts, humanities, natural sciences and social sciences, for three year terms, staggered, the Dean of the Faculty, an Associate Academic Dean, and three undergraduate students. *(Passed January 16, 1970; Amended November 17, 1981)*

2: Jurisdiction, Obligations, Procedures

2.1: It shall be the responsibility of this Committee to oversee the operation of the undergraduate curriculum; evaluate any changes that may be made; receive, explore and propose changes and innovations; screen new course offerings; and encourage discussion of the process of education at Trinity College. *(Amended November 17, 1981)*

2.2: The Faculty, acting on the basis of a recommendation by the ad hoc Committee on Curriculum Review, mandated to the Curriculum Committee the responsibility for conducting regular and systematic review of all academic departments and programs. *(Passed May 12, 1981)*

2.3: One member of this Committee shall be appointed to act as an advisor to the Public Information Office on curriculum changes in the various catalogues. *(Passed January 16, 1970)*

2.4: Procedures

2.4.a: Whenever a department or program proposes to introduce a new course, to alter the description or number of an existing course, or to revise the requirements of its major, the department chair or program director shall submit a written request for approval to the Curriculum Committee through its secretary, providing a suitable explanation of the proposed change.

2.4.b: Proposals for new courses and for the revision of course descriptions or numbers shall be referred for action to a subcommittee consisting of the Committee chair, the secretary, and one other Faculty member. Proposals that the subcommittee deems problematic are forwarded to the Committee as a whole for a decision. All subcommittee actions shall be reported to the Committee.

2.4.c: Proposed changes in major requirements shall be decided by the Committee as a whole. The Committee may invite the department chair or program director proposing the changes to attend the meeting at which they are considered.

2.4.d: Ordinarily, proposed changes in a department or program's course offerings or major requirements shall be submitted to the Committee no later than the first day of the spring semester preceding the academic year in which the changes are to be implemented. Proposals for changes within an academic year (e.g., a fall-term request to approve a course for the following spring term) shall be submitted to the Committee as far in advance of the time of implementation as possible. During the summer months, the Committee

delegates to its chair and secretary authority to approve new and revised courses for the forthcoming fall semester.

2.4.e: When a department or program plans to drop a course from its offerings, its chair or director shall provide prior written notification to the Committee.

2.4.f: In its annual written report to the Faculty, the Committee shall list all new and revised courses and all changes in major requirements that it has approved during the year, as well as all courses that have been dropped.

2.4.g: College Courses: The first time a College Course is offered, the Committee's approval need not be sought, provided that the instructor is a full-time member of the Faculty on continuing appointment. However, a description of the course shall be sent to the Committee no later than mid-term of the semester prior to that in which the course will be offered.

If such a College Course is to be offered a second time, it shall be submitted to the Committee for approval, as with a regular course. Once approved, the course may be given repeatedly thereafter.

If anyone other than a full-time Faculty member on continuing appointment wishes to offer a College Course, the course may not be offered until the Committee has approved it.

2.4.h: Student Taught Courses: Student-taught courses may be offered for academic credit only if approved by the Committee.

In preparing a proposal for submission to the Committee, the student shall follow the procedures specified in the current issue of the student Handbook.

2.4.i: Individually Tailored Interdisciplinary Majors: Students proposing to undertake individually tailored, interdisciplinary majors shall follow the procedures on such majors specified in the current issue of the student Handbook.

2.4j: To resolve, jointly with the Assessment Advisory Board, any issues that arise relating to assessment. (*Passed April 20, 2010*)

2.5: Internships: The Committee oversees the program of internships and the guidelines regulating exploratory and integrated internships. The Internship Coordinator shall review all internship applications and contracts on behalf of the Committee to ensure that they conform to the guidelines. From time to time, the Coordinator shall report to the Committee on the functioning of the internship program, keeping the Committee apprised of any problems that may have been encountered.

2.6: Academic Calendar: Each fall, the Committee shall review the proposed calendar for the next academic year, following guidelines established by the Faculty.

2.7: Transfer Credit: The Committee shall develop policies on the award of credit for courses taken elsewhere and hear appeals from undergraduates who have been denied credit for work done at other institutions.

(Amended November 14, 1989)

15: EDUCATIONAL POLICY COMMITTEE

1: Membership, Election, Tenure

1.1: Membership of this Committee shall consist of the Dean of the Faculty, who shall not vote, and five elected tenured members of the Faculty who have been at Trinity for at least five years and who serve three-year, staggered terms. No member may serve consecutive terms. There shall be at least one Faculty representative from each of the following: the arts, the natural sciences, the social sciences, and the humanities. The Committee shall have no more than one member from any one department. (*Passed October 16, 2003; Amended December 5, 2005; May 4, 2010*)

1.2: The elected members of the Committee shall designate one of their number to serve as chair and attend meetings of the Academic Affairs Committee of the Board of Trustees at which issues of educational policy are on the agenda. (*Amended May 4, 2010*)

2: Jurisdiction, Obligations, Procedures

2.1: It shall be the responsibility of this Committee to consider questions of educational policy, to review requests for Faculty positions, and to offer advice about the disposition of such requests to the Dean of the Faculty, who is responsible for allocating Faculty positions. In making its deliberations, the Committee is attentive to (1) the strength and integrity of College majors, (2) the obligation of Departments and Programs beyond the major, (3) the need for curricular experimentation and innovation, and (4) student choices and their effect on teaching responsibilities.

2.2: Responsibility for defining the role of unaffiliated FTE in the Faculty and curriculum rests with the Dean of the Faculty, acting with the advice of the Educational Policy Committee and the Curriculum Committee.

2.2.a: Apart from matters of staffing allocations, all proposals brought by this Faculty Committee for a vote before the Trustee Academic Affairs Committee must have been approved by Faculty vote.

2.3 The chair shall make a written report at least once a semester. The Fall report shall convey the committee's assessment of the College's educational needs. The spring report shall be a summary of the committee's deliberations. The Dean shall make an annual written report to the Faculty specifying the position allocations he/she has made. The reports will be made available to the Academic Affairs Committee of the Board for informational purposes. (*Passed December 5, 2005; Amended May 4, 2010*)

2.4 Allocation of Faculty Positions – Guidelines

2.4.a: Faculty positions allocated by the Dean of the Faculty, with the advice of the EPC, should typically be assigned to one or more academic departments. In the case of Faculty whose academic disciplines and duties lie outside currently existing departments, tenure, when granted, will be deemed as being to the College.

2.4.b: As a general policy, new full-time Faculty positions allocated by the Dean of the

Faculty, with the advice of the EPC, will be designated as tenure-track positions. The creation of positions that deviate from this policy must fit within a few limited exceptions, as outlined below:

2.4.b.i: Positions where there is a demonstrated necessity for the rotation of special tasks or skills within a department or the College;

2.4.b.ii: Positions which the Dean of the Faculty, with the advice of the EPC, designates as experimental;

2.4.b.iii: Short-term, adjunct, or visiting positions;

2.4.b.iv: Replacements for leaves and sabbaticals;

2.4.b.v: Positions where, after the College policy on the presumption of tenure has been made known to all parties, it is unavoidable that an externally funded position or chair be designated as non-tenure-track.

2.5 The Dean of the Faculty shall report annually to the Committee the allocation of contract positions for the coming year.

2.6 It is the policy of the EPC that, except in extraordinary circumstances, positions returned to the college as a result of denial of reappointment or tenure will be returned to the department or program upon the submission of a full proposal and its review by the EPC. (*Passed November 8, 2005*)

2.7 The Committee will receive prompt notification from the Dean of the Faculty of all pending hirings in tenure-track positions both departmental and extra-departmental. (*Passed April 8, 1997*)

2.8 The Committee may advise the Dean of the Faculty about the size of the Faculty and the status of departments and programs, subject to the provisions specified in sections 3.1 through 3.1.d, below.

3. Changes in Faculty Size and the Status of Departments and Programs

3.1: The Educational Policy Committee has the responsibility of making recommendations to the Faculty for changes in the total Faculty size and for the creation, elimination, or reorganization of departments and programs. If approved by the Faculty, such recommendations shall be forwarded to the President for approval by the Board of Trustees. Deliberations in each of these areas will be governed by the following rules, which incorporate Faculty resolutions passed on May 9, 1974, October 8, 1974, and December 11, 1979:

3.1.a: Decisions concerning the size of the Faculty and the disciplines to be represented therein are judgments having unusually important consequences for the College. Therefore, any formal inquiry to be undertaken by the EPC into these issues must first be approved by the Faculty, and normally a motion to change the size of the Faculty may be brought to the Faculty for a vote only after the Faculty has voted at a previous meeting to authorize the

EPC to conduct such a formal inquiry. (*Amended April 11, 1995*)

3.1.b: If such an inquiry might lead to the discontinuation or reorganization of a department or program, the department's chair or the program's director shall be given reasonable opportunity before Faculty approval is sought to present to the Committee a statement in behalf of the department or program, which statement may argue the case against the undertaking of any formal inquiry.

3.1.c: If Faculty approval is granted for a formal inquiry, the chair or director involved shall be given reasonable opportunity to participate in all phases of the inquiry.

3.1.d: While the Faculty delegates to the Educational Policy Committee the responsibility for advising the Dean of the Faculty about routine adjustments in the staffing of individual departments or programs, any recommendations for overall changes in the size of the Faculty, or for (other) substantial changes in the educational policy of the College, must be approved by the Faculty.

4: Special Opportunity Hires

4.1: Some tenure lines, previously known as Target of Opportunity positions, will be designated for special opportunity appointments that will help to diversify the faculty

4.2: Proposed special opportunity appointments will be governed by three criteria:

4.2.a: First, these appointments must add significant value to the College, value being defined as bringing to the College scholars and teachers of exceptional achievement or promise who will diversify the faculty and thereby fulfill part of our academic mission.

4.2.b: Second, each such appointment must add to the College's approved curricular offerings.

4.2.c: Third, each prospective recipient of a special opportunity appointment must have clear achievement or promise as to make it highly probable that she/he would have emerged as a candidate of choice in a conventional search, if such had been undertaken. It is the addition of such persons to the faculty without a search that the special opportunity appointments program makes possible.

4.3: The following are the procedures for applying for a Special Opportunity hire:

4.3.a: The Dean will announce the availability of any Special Opportunity positions for the upcoming year no later than the first day of classes in the fall semester.

4.3.b: A Department or Program must submit a proposal to the EPC detailing the curricular merit of the area of the identified candidate. Duplication of curricular areas will be discouraged.

4.3.c: Proposals can be submitted to the EPC for action at any time after October 15th. The EPC will respond in an expedited fashion to any proposal with a decision of whether the curricular area of the identified candidate meets with the EPC's strategic goals. Proposals

will be received and reviewed on a rolling basis.

4.3.d: EPC decisions will be based on the normal published criteria it uses to review any department or program requests.

4.3.e: The A & P committee will review the qualifications of any candidate for a Special Opportunity Hire position and make a recommendation to the Dean.

4.3.f: The Dean will have the final authority to decide whether to make a special opportunity hire.

4.3.g: The Dean must consult with the Affirmative Action Officer prior to making an appointment. The AA Officer must certify that an appointment meets the College's goals of diversity. Therefore any appointment must conform to Equal Opportunity and Affirmative Action policies followed by the College.

4.3.h: In its annual report, the EPC will inform the faculty about any Special Opportunity Hires which were made during the preceding year.

4.3.i: If a tenure line designated for a special opportunity appointment becomes vacant, it shall be made available only for another such hire. This includes positions currently held by faculty appointed under the now discontinued TOP program. It will be the responsibility of the Dean's office to keep track of all such positions and to report annually the status of them to the EPC. (Passed May 20, 2005)

5: Other Mechanisms for Diversifying the Faculty

5.1: Trinity College is committed to appointing and retaining faculty who represent a wide diversity of backgrounds, perspectives, and academic interests. Faculty appointments, typically made through the standard approved search process, must therefore follow the College's Affirmative Action guidelines. The College, however, needs flexibility in responding to outstanding opportunities that may help diversify the faculty. Accordingly, the following two provisions have been adopted by the EPC with the goal of increasing diversity.

5.2: Early Termination of Search

5.2.a: It will be the practice of the College that if, in the course of searches for candidates for allocated positions, an especially outstanding candidate emerges who in the opinion of the search committee would bring diversity to the faculty, and the search committee feels that this candidate is the only one it wishes to recommend to the Dean, it may, with the consent of the Dean, close the search, informing all other candidates of this fact, and present that candidate to the Dean. In order to make this practice viable, job advertisements should be worded so as to state the date the search committee will begin to review applications rather than a deadline for applications.

5.3 Early Replacement for Retirements

5.3.a: Occasionally, an opportunity may arise to hire a faculty member of exceptional

achievement or promise whose appointment would significantly enhance the diversity of the faculty, but for whom no vacancy currently exists. As an alternative to making a Special Opportunity Appointment, if a suitable department/program expects to have a vacancy within three years, it may request to hire the individual in that department or program, in anticipation of the coming vacancy. Such a request must follow the same guidelines and procedures as a special opportunity hire as described above. By accepting this anticipatory appointment, the department/program agrees not to seek an additional replacement position when the anticipated vacancy actually occurs. At that time, the recipient of the anticipatory appointment will occupy the vacated position, and thus it will not be available to the EPC for reallocation.

(Passed May 20, 2005)

16: FACULTY RESEARCH COMMITTEE

1: Membership, Election, Tenure

1.1: The Committee shall consist of six elected members subject to the following qualifications: there shall be at least one member from each of the following disciplinary groups: Natural Sciences and Mathematics, Social Sciences, Humanities, Arts, and no more than one from any department. (*Amended March 12, 1991*)

1.2: The term of office shall be two years. Faculty members who will be on a sabbatical or other leave during that period shall not be eligible for membership. (*Passed March 12, 1991*)

1.3: The Committee shall elect its own chairperson each year.

1.4: The Dean of the Faculty shall be a member with the responsibility for providing liaison with the administration and maintaining the Committee files.

1.5: Members of the Faculty Research Committee are ineligible for grant programs administered by the Committee except for the Student Research Grant Program. (*Passed October 10, 2000*)

2: Jurisdiction, Obligations, Procedures

2.1: The Committee's primary responsibility is encouraging Faculty research. These duties will include:

2.1.a: making decisions concerning the distribution of funds allocated for research expense grants and research leaves;

2.1.b: evaluating proposals for external funding where there are more applicants than the College may nominate;

2.1.c: requesting College funds for other scholarly activities that it deems important to Faculty research;

2.1.d: administering the Faculty Research Lecture series.

2.2: The Committee shall advise the President and Dean of the Faculty on policies with respect to the distribution of external grant funds designated for the support of Faculty research. The President or Dean shall report on the distribution of these funds to the FRC.

2.3: The Committee shall report regularly to the Faculty in the following ways:

2.3.a: calling each year for the submission of Faculty applications for the grant programs it administers;

2.3.b: informing the Faculty at appropriate times during the year of those research

proposals which have been funded;

2.3.c: informing the Faculty at appropriate times during the year of the budgeted allocations for Faculty research.

(Passed April 11, 1978; Amended March 17, 1987; February 9, 1988; September 17, 1996)

17: FINANCIAL AFFAIRS COMMITTEE

1: Membership, Election, Tenure

1.1: Membership of the Committee shall consist of five elected Faculty members, the Librarian (non-voting), and the Director of Athletics (non-voting). The five elected Faculty members shall serve *ex officio* on the President's Planning and Budget Council (PBC). *(Passed February 3, 1970; Amended March 17, 1987; May 4, 2010)*

1.2: Faculty members on the Financial Affairs Committee will serve for a term of four years with one or two members elected each year. *(Passed April 10, 1984)*

1.3: Elected Faculty members of the Committee must be either tenured faculty or if not tenured have six years or more of full-time service. Of the five elected members, one must come from the Mathematical and Natural Sciences, one from the Arts or Humanities, and one from the Social Sciences.

2: Jurisdiction, Obligations, Procedures

2.1: It shall be the responsibility of this Committee to present the Faculty views relative to budgetary procedures to the PBC and to review and advise the PBC on decisions involving administrative structure or personnel that impinge upon the academic mission of the College. *(Passed February 3, 1970; Amended March 17, 1987; May 4, 2010)*

2.2: The Financial Affairs Committee shall make an annual assessment of the state of Faculty compensation at Trinity College. This information may be gathered with any help deemed necessary by the Committee. On the basis of the results of this assessment, the Financial Affairs Committee shall in the Fall meet with representatives of the staff to develop a joint recommendation on compensation and benefits to bring to the President's Planning and Budget Council. The Financial Affairs Committee shall report the results of this conference at the next stated meeting of the Faculty. *(Passed December 9, 1980; Amended May 4, 2010)*

2.3: In addition to attending PBC meetings, the elected Faculty members will also attend chairs meetings when those meetings contain agenda items relevant to the work of the PBC, or when they request to meet with chairs and directors. *(Passed May 4, 2010)*

2.4: The Financial Affairs Committee shall at least once a semester report to the Faculty on PBC discussions that are not confidential, and on any recommendations voted by the PBC. In the second semester, the Committee shall report to the Faculty the Administration's proposal for the percentage change in salary of continuing Faculty in next year's budget. It shall issue a written report to the faculty each year regarding PBC recommendations and other issues of concern to the Faculty. *(Passed May 11, 1982; Amended May 4, 2010)*

2.5: It shall also be the responsibility of this Committee to serve as an advisory body for the Library and the Athletic Department. *(Passed February 3, 1970; Amended May 4, 2010)*

18: ASSESSMENT ADVISORY BOARD

The Assessment Advisory Board is the Faculty body that oversees and advises the administration on issues related to assessment of teaching and learning. The Board is responsible to the Curriculum Committee and to the Faculty. The elected faculty members will select a chair from among themselves.

1: Membership, Election, Tenure

1.1: The Board's membership consists of one elected Faculty member each from the arts, humanities, natural sciences (including engineering and mathematics), and social sciences; and an Associate Academic Dean, serving as secretary.

1.2: The elected Faculty members of the Board serve staggered two-year terms and are eligible to succeed themselves.

2: Jurisdiction, Obligations, Procedures

2.1: The Assessment Advisory Board's responsibilities include:

2.1.a: To adopt guidelines defining the essential characteristics of assessment;

2.1.b: To review and evaluate proposed assessment strategies and programs, and to study policy questions regarding assessment as these arise;

2.1.c: To monitor the implementation and development of the various components of the College's assessment program for the purpose of identifying problems or special needs, recommending modifications, and taking other initiatives that the Board believes will maximize its effectiveness;

2.1.e: To assist the Office of the Dean in securing the necessary support for and contributions to assessment from the academic departments and programs, and to consult, as necessary, with individual chairpersons and program directors, or with groups of them, about issues of mutual concern;

2.1.i: To serve as an advisory body to the Office of the Dean of Faculty with respect to assessment;

2.1.j: To resolve, jointly with the Curriculum Committee, any issues that arise relating to assessment;

2.1.p: To oversee the preparation of catalogue statements and other published materials relating to assessment;

2.2: The Board may also undertake, from time to time, such comprehensive study of the assessment program as it thinks advisable; and it may recommend substantive changes in them to the Curriculum Committee and to the Faculty.

2.3: In the interests of an effective working relationship between itself and the Curriculum Committee, the Board shall send a copy of all minutes of its meetings to the chairperson of the Committee; and at the conclusion of each academic year it shall furnish the Committee with a written report summarizing its main activities for the year. All minutes and the year-end report shall also be sent to the Educational Policy Committee.

(Passed April 20, 2010)

19: INFORMATION TECHNOLOGY IN EDUCATION COMMITTEE

1: Membership, Election, Tenure

1.1: Membership of ITEC shall consist of seven elected Faculty members, the Dean of the Faculty, the College Librarian, the Director of Information Technology (non-voting), the Director of Academic Computing (non-voting), and two students.

1.2: Faculty membership of ITEC shall consist of: two Faculty members from the Arts and Humanities division; two Faculty members from the Social Science division; two Faculty members from the Science division; and one at-large faculty member.

1.3: Faculty members of ITEC shall serve for a term of 3 years with two or three members elected each year.

2: Jurisdiction, Obligations, Procedures

2.1: It shall be the responsibility of ITEC to determine and articulate faculty priorities related to information technology in the context of teaching and learning. In particular:

2.1.a: ITEC will determine faculty priorities as they relate to technology support for students and faculty in the context of teaching and learning, including matters related to classroom support and support for faculty and student research.

2.1.b: ITEC will articulate faculty priorities as they relate to teaching and learning, and work with appropriate Computing Center and other administrative staff by:

2.1.b.i: Developing plans and budgets to implement those priorities, and establish benchmarks and strategies to monitor progress on these plans; and

2.1.b.ii: Reporting to the full faculty and to relevant administrative staff progress in meeting faculty priorities as related to teaching and learning.

2.2: It shall be the responsibility of ITEC to determine and articulate faculty priorities as related to strategic and budgetary planning for technology infrastructure, systems, and support that address the needs of faculty as well as other members of the Trinity community. Such issues include matters of planning, support and budgeting for network services, ERP systems (PeopleSoft), distributed hardware and software support, and all other shared systems and services delivered to the faculty and other members of the community. In particular:

2.2.a: ITEC shall participate in developing strategic, budgetary, and operational planning for services that affect faculty; and

2.2.b: ITEC shall monitor support and planning for all shared services that affect faculty, and will work with committees and administrative structures to ensure that these systems provide appropriate support for faculty.

2.3: ITEC shall in the course of exercising its responsibilities monitor the broad issues of technology support at Trinity and more generally monitor technology issues as they relate to any aspect of the College's operation. Within that context, ITEC may:

2.3.a: Request and review information or analyses from relevant college administrative staff to review budget or to monitor performance or end-user experiences;

2.3.b: Request and review information or analyses from relevant faculty committees;

2.3.c: Request and review information or analyses from other educational institutions or organizations, including EDUCAUSE and CLAC;

2.3.d: Engage outside consulting support; and

2.3.e: Receive and review complaints from faculty regarding information technology, and take appropriate action.

2.4: ITEC shall communicate with other faculty committees on issues related to information technology, and in particular apprise and advocate for action from other committees when new technology opportunities emerge.

2.5: ITEC shall provide the faculty in writing its specific priorities relating to both teaching and learning, and to strategic and budgetary planning for infrastructure, systems and support. Such report shall be prepared and distributed at least annually.

(Passed April 7, 1998; Amended April 10, 2007)

20: JURY PANEL

The Faculty Jury Panel has been established to staff the Faculty portion of Social Appeals Board hearing panels; to help staff the Faculty portion of the Academic Honor Council; and to staff the Faculty portion of the Academic Dishonesty Appeals Board (*Passed May 14, 2002; Amended February 14, 2006; December 8, 2009*)

1: Membership, Election, Tenure

1.1: Eight elected Faculty members, three of which must be tenured. Members may not serve simultaneously on the Academic Affairs Committee.

1.2: Faculty members will serve for a term of two years, with four members elected annually.

(Amended December 8, 2009)

2: Jurisdiction, Obligations, Procedures

2.1: The Social Appeals Board hearing panels, consisting of two students drawn from the Social Appeals Board and one Faculty member drawn from the Jury Panel, considers appeals from students who violate the social provisions of the Student Integrity Contract.

2.2: The Academic Honor Council hearing panels consist of four students drawn from the Academic Honor Council, and up to three Faculty members drawn from the Academic Affairs Committee and from the Jury Panel. It hears cases of academic dishonesty brought against students.

2.3: Procedures for the Social Appeals Board and the Academic Honor Council are found in the Trinity College Student Handbook under the heading College Regulations, Policies, and Procedures for Students.

2.4: The Jury Panel shall each year provide two Faculty members to the student Academic Dishonesty Appeals Board to consider appeals by students of actions by the student Academic Honor Council in cases of academic dishonesty. Neither of the two can serve during that year on Academic Honor Council hearing panels. (*Passed December 8, 2009*)

(Passed December 12, 1972; Amended April 9, 1996; May 14, 2002; February 14, 2006; December 8, 2009)

21: THE SELECTION, FUNCTION, AND EVALUATION OF DEPARTMENT CHAIRS

At Trinity College department chairs are the advocates of the department. They implement department policy and represent department views regarding institutional policies. In this document we address the activities of department chairs and discuss their selection, function, and evaluation.

1: Selection of Department Chairs

1.1: The Dean of the Faculty appoints department chairs. These appointments are made after consultation with all department members. Each department shall have the opportunity to recommend its choice to the Dean. Chairs must be tenured members of the Trinity Faculty. Department chairs shall normally be appointed to three-year terms and shall usually serve no more than two terms in succession. (*Passed March 17, 1987; Amended February 12, 1991*)

2: Functions of Department Chairs

2.1: Coordination of the activities of the department. The chair, in continual consultation with the department, is responsible for coordinating the activities of the department, including the development and revision of policies and other decision-making of the department.

2.2: Guidance and evaluation of Faculty. Major responsibilities of the chairs are the guidance and evaluation of tenured and untenured Faculty. They discuss with department members their respective roles in teaching, research, and service; will, as appropriate, summarize these discussions during an annual meeting with the dean; and act as advocates for department members in obtaining institutional support for teaching and research. They serve as advisors to new Faculty regarding College policies on promotion and tenure and, in accordance with the guidelines laid down by the Appointments and Promotions Committee, prepare material for promotion and tenure reviews. Although chairs do not make recommendations about department members' salaries, they may inform the Dean of any salary inequities they perceive within the department. (*Amended September 11, 2007*)

2.3: Curriculum. Chairs are responsible for coordinating the department's curriculum, for acting on department and collegial curricular decisions, and for overseeing individual teaching and scheduling assignments.

2.4: Administration. Chairs represent department policies and serve as liaison to the offices of the Deans and other administrative offices, and to such committees as the Educational Policy Committee, Appointments and Promotions, the General Education Council, and the Curriculum Committee. They also supervise the work of administrative and technical assistants and secretarial staff.

2.5: Finance. In consultation with the department, chairs prepare the department budget request, and they oversee the expenditure of funds allocated to the department.

2.6: Planning. Chairs coordinate the department's development of short and long range plans. They recommend sabbatical leaves and leaves of absence, and prepare department requests to the Educational Policy Committee for new positions or the reallocation of

vacated ones.

2.7: Faculty recruitment. Chairs coordinate and oversee the department's recruitment of Faculty for available positions and serve as liaison between the department and the Dean of the Faculty during recruitment proceedings.

2.8: Advising. Although all Faculty members are expected to serve as advisors, chairs serve as the primary source of information about the major. In accordance with department policy, chairs assign major advisors. Upon good cause and, if possible, in consultation with the student's advisor or other appropriate department members, the chair may, in keeping with department policy, modify the way in which an individual student meets major requirements.

3: Evaluation

3.1: Each department chair shall be evaluated biennially, beginning in the first year of appointment. All members of each department shall be invited by the Dean of the Faculty to send a written evaluation. The Dean shall communicate a summary of the department evaluation to the chair. The chair shall have the right to respond formally to this summary.

4: Activities of Department Chairs as a Group

4.1: In addition to individual responsibilities, chairs may assemble for such activities as the following:

4.1.a: Meeting with the Dean. The chairs meet regularly with the Dean. Each year they elect a secretary who assists the Dean in establishing the agenda for these meetings.

4.1.b: Acting as advisors to other campus groups. The chairs may serve in an advisory capacity to such committees as Appointments and Promotions, Educational Policy, Financial Affairs, Curriculum, and the General Education Council.

4.1.c: Caucus. The chairs assume the right to convene to deliberate issues of concern to any chair. The secretary serves as the convener and assembles the group at a chair's request.

(Passed February 12, 1991)

22: CONFIDENTIALITY OF FACULTY RECORDS

Official information about present or former members of the Faculty is maintained by the Dean of the Faculty. Such information is considered to be confidential. Confidential evaluations and private information should not be released in their original form under any circumstances. All requests for information about a present or former Faculty member addressed to members of the College Faculty or administration or student body should be referred to the Dean of the Faculty, except when the person receiving the request has been requested to release information about a Faculty member by the member himself/herself.

Persons answering requests for information about members of the Faculty should follow the same principles which pertain to the confidentiality of student records.

(See the Trinity College Handbook for a complete statement of College policy on the confidentiality of student records.) A further statement was adopted by the Faculty at its meeting on May 9, 1972:

Under no circumstances, except where authorized by the parties involved, will confidential and personal information concerning Faculty records, employment status, departmental, committee or administrative recommendations, be made public. Where release of such confidential or personal information will constitute a breach of academic freedom it shall not be released even if consented to by the parties involved.

Since January 1, 1981, the accessibility of personnel files to employees has been governed by Connecticut Public Act No. 80-158. In a letter of 11/24/82 to the Faculty, President English indicated the following:

In general Public Act 80-158 says that employees are entitled to see their files on reasonable request. As "files" are defined, they include performance evaluations by supervisors, but not letters of recommendation by third parties. Within the context of our appointments and promotions procedures, it seems clear that candidates are now entitled to see the letters written to the Appointments and Promotions Committee by their department chairs, but not letters from external referees.

It is not entirely clear whether, under the statute, letters from students and Faculty colleagues within the College are also accessible. Outside counsel has informed us that it would be reasonable to treat these internal letters as confidential, and we shall continue to do so. The Faculty should be aware, however, that this is a relatively new and somewhat ambiguous statute, and a court may someday interpret it otherwise.

23: FACULTY ORGANIZATIONS

AMERICAN ASSOCIATION OF UNIVERSITY PROFESSORS

For more than sixty years, the American Association of University Professors has acted as the authoritative voice of the academic profession in the area of standards for responsible practices by the academic community. The core of the AAUP standards is found in its 1940 Statement of Principles on Academic Freedom and Tenure. The procedures for carrying out these principles have been clearly elaborated in a series of policy statements and reports. The 1940 Statement of Principles on Academic Freedom and Tenure has been adopted by Trinity College as its own position. A complete text of the statement is available from the Trinity chapter officers.

The local chapter of the AAUP has two officers, the President and the Secretary-Treasurer, who are elected annually at an open chapter meeting. Faculty can join the national AAUP and/or contribute to the expenses of the local chapter. Membership forms for the national organization are available from chapter officers. Support for the Trinity College Chapter is made by two payroll deductions of four dollars twice a year; forms are available from chapter officers.

There are two standing committees of the local chapter; new Faculty involvement is welcomed. The Economic Status Committee issues a report each fall that examines trends in Faculty salary and compensation. A chapter meeting is held to consider the report and the sense of the meeting is communicated to Faculty members of the Financial Affairs Committee (see description of Financial Affairs Committee responsibilities).

There is also a Grievance Committee which acts upon violations of the 1940 Principles on Academic Freedom and Tenure. The functions of the Committee are:

- (1) to provide moral support to aggrieved Faculty,
- (2) to act as a liaison to state and national levels of AAUP,
- (3) to advise the Faculty member on possible courses of internal action, and
- (4) to consider with the Faculty member what role the AAUP might play in their dispute.

Persons with grievances are encouraged to bring them to the attention of the Committee.

24: THE TENURE OF PROGRAM DIRECTORS

Program directors shall normally be appointed to three-year terms and serve no more than two terms in succession.

(Passed March 17, 1987)

APPENDIX A: CONDITIONS AND TERMS OF EMPLOYMENT

A.1: FACULTY SALARY

Scale

The comparative standing of Trinity and other colleges in regard to salaries and other benefits is listed in each summer edition of the AAUP Bulletin.

Salary Increases

Salary increases are made on the basis of individual merit. Each chair annually submits a written report and evaluation concerning each member of his/her department, and this is used as a basis of discussion with the Dean and the President with regard to salary adjustments, reappointments, and promotions.

On 12/9/80, the Faculty resolved that the College must set priorities in addressing three aspects of salary distribution:

- (1) correcting inequities, structural and individual, and
- (2) offsetting the effects of inflation, and
- (3) using individual evaluations of merit;

that the College should correct inequities and meet the inflated cost of living before using individual merit evaluations in salary determinations; and that the Dean and President should propose a salary distribution plan commensurate with these priorities and convey this resolution to the Board of Trustees.

Pay Period

The Faculty is paid monthly. Checks are distributed by the payroll office on the 29th of each month. If the 29th falls on a holiday or weekend, Faculty members are paid the last working day before the 29th. Members of the Faculty may arrange for direct deposit of their checks in checking and/or savings accounts at local banks. Forms for this purpose are available in the Payroll Department.

A.2: BENEFITS BEYOND SALARY *(Revised July, 2002; August, 2004; July, 2007; July, 2008; July 2010; August 2011; July 2013)*

GENERAL STATEMENT ON EMPLOYEE BENEFIT PLANS

Most of the information regarding benefits beyond salary may be found in the Employee Handbook, published by the Human Resources Department and available online at <http://internet2.trincoll.edu/docs/emplHandbook/hrHandbook.html>. This section contains descriptions of the various benefit plans provided by the College that are unique to faculty. Although these descriptions are as complete and accurate as is reasonable for Handbook purposes, you should be aware that the information conveyed represents summaries of master policies in effect as of the date of publication. Should discrepancies or changes occur, the exact terms of the contracts prevail.

To determine benefit eligibility in this section (A.2) and in section A.3 (Support Programs), an eligible Faculty member is defined as a person who (a) holds a tenured or tenure-track appointment; (b) holds a full-time term appointment of at least two years and that is designated in an appointment letter as renewable; or (c) holds a full-time non-renewable term appointment of at least three years. Faculty who teach on a temporary basis are not eligible for College benefits. Some benefits have different or additional specific eligibility requirements as detailed below.

Benefit eligibility is calculated from the first day of the month coinciding with or following the date of appointment plus any benefit eligibility-waiting period. All benefits accrue to the employee unless there is an explicitly stated exception to the contrary. Detailed information regarding eligibility, enrollment and procedures for applying for benefits is available in the Human Resources Department.

Enrollment in College benefit plans is not automatic. Although the Human Resources Department makes every effort to notify you when you become eligible to participate in a particular benefit plan, it is your responsibility to enroll on a timely basis. If you have questions concerning eligibility dates, please consult the Human Resources Department.

While it is the intent of the College to continue the benefit plans described in this section, it unilaterally reserves the right to modify, amend, or terminate any benefit plan.

EDUCATIONAL BENEFITS FOR SPOUSES AND DEPENDENT CHILDREN OF FULL-TIME FACULTY

TUITION WAIVER FOR SPOUSES AND DEPENDENT CHILDREN - ONE COURSE AT TRINITY COLLEGE

Spouses and eligible dependent children receive tuition remission for one graduate or undergraduate course per semester at Trinity. Courses may be taken for credit, either separately or as part of a degree program, or may be audited with appropriate permission. This benefit is available at the start of the semester coinciding with or following the Faculty member's full-time employment.

WAIVER OF FULL TUITION FOR SPOUSES AND DEPENDENT CHILDREN - UNDERGRADUATE PROGRAM AT TRINITY COLLEGE

Spouses and eligible dependent children of faculty who have been continuously employed by the College in a full-time continuing appointment on or before December 31, 1982 are eligible for a waiver of 100% of full regular tuition at Trinity as defined for undergraduate students. Eligibility is limited to four full-time academic years or until a baccalaureate degree is earned, whichever occurs first. This pertains to any combination of tuition benefits received as a full-time undergraduate student either at Trinity or another college or university.

WAIVER OF HALF TUITION FOR SPOUSES AND DEPENDENT CHILDREN - UNDERGRADUATE PROGRAM AT TRINITY COLLEGE

Spouses and eligible dependent children of faculty hired on or after January 1, 1983 who are appointed by the College to a full-time continuing position are eligible for a waiver of 50% of full regular tuition at Trinity as defined for undergraduate students. The benefit is available at the start of the first semester coinciding with or following the date of appointment. Eligibility is limited to four full-time academic years or until a baccalaureate degree is earned, whichever occurs first. This pertains to any combination of tuition benefits received as a full-time undergraduate student either at Trinity or at another college or university. Should both parents of a dependent child be employed by the College in benefits eligible positions, the child will receive the tuition waiver benefit of only one parent. Dependent children of visiting Faculty, adjunct Faculty, and lecturers are not eligible for this benefit. Senior and Principal Lecturers are eligible for this benefit if they have completed six years of continuous full-time teaching at Trinity.

TUITION SCHOLARSHIPS FOR DEPENDENT CHILDREN OF FACULTY - OTHER COLLEGES OR UNIVERSITIES

Dependent children of full-time, continuing Faculty may qualify for a tuition scholarship award at an accredited college or university other than Trinity if the student is in an undergraduate degree program, (including the Cordoba Program), and is officially matriculated on a full-time basis. The benefit provides an award in the amount of 50% of the other institution's tuition, limited to one-half of Trinity's tuition. In order to qualify, the child must be a legal dependent of the Faculty member, and must be declared as such on IRS reporting form 1040 each year the benefit is sought. Certification of dependent status is required.

Eligibility is limited to four full-time academic years or until a baccalaureate degree is earned, whichever occurs first. This pertains to any combination of tuition benefits received as a full-time undergraduate student whether at Trinity or at another college or university. Should both parents of a dependent child be employed by the College in benefits eligible positions, the child will receive the tuition scholarship benefit of only one parent. Dependent children of visiting Faculty, adjunct Faculty, and lecturers are not eligible for this program. Senior and Principal Lecturers are eligible for this benefit if they have completed six years of continuous full-time teaching at Trinity.

The Director of Human Resources administers the tuition scholarship program. An itemized copy of the tuition bill must be submitted to the Human Resources Department before semester fees are due. The tuition scholarship check will be sent directly to the college or

university.

It is the Faculty member's responsibility to notify the Human Resources Department promptly if the dependent child withdraws from school, becomes a part-time student, or is no longer a dependent.

Tuition waivers and scholarships are subject to specific Internal Revenue Service regulations.

OTHER INFORMATION ABOUT EDUCATIONAL AND TUITION BENEFITS FOR SPOUSES AND DEPENDENT CHILDREN

Equivalent years of service are not counted for part-time Faculty members or others not meeting the specific service requirements.

Tuition is remitted for credit-bearing courses in the regular undergraduate degree program, for the Individualized Degree Program and for the Rome Program during the academic year. Tuition is not remitted for non-credit or per-capita courses, or special programs such as the Rome summer program.

All entrance requirements must be met.

The Director of Human Resources verifies eligibility each semester. Application forms may be obtained from the Human Resources Department.

FACULTY RETIREMENT

The normal retirement date for Faculty is defined as the June 30th coinciding with or following the 65th birthday. There is no mandatory retirement age.

PHASED RETIREMENT

Effective with the 2002-2003 academic year, full-time tenured faculty members are eligible to apply for a phased retirement appointment for three, four, or five years. Faculty members on a phased retirement appointment may elect to teach a total of ten courses (i.e. the equivalent of two years of full-time service) over the term of the appointment. A person on phased retirement appointment must teach a minimum of two courses each year. The specific teaching schedule and courses will be established in consultation with the department chair and approved by the Dean of Faculty. Further information regarding Phased Retirement policy and procedures may be obtained from the Dean of Faculty's office. This program is subject to change without notice.

A.3: SUPPORT PROGRAMS

See **Section A.2: General Statement on Employee Benefit Plans**, for the definition of continuing faculty appointments and the definition of a half-time faculty appointment. A one-semester leave of absence for any purpose other than a sabbatical leave granted under the 1975 policy is considered a two-course semester. A full-year leave of absence for any reason is considered a five course-leave. (*Revised June 2002*)

Quadrennial Sabbatical Leave

The following policy statement concerning Sabbatical Leave was adopted by the Trustees on March 22, 1975:

In order to provide each Faculty member with the opportunity for intellectual self-renewal, Trinity College grants sabbatical leaves in the expectation that they will be used for research and other professional and scholarly activities. A sabbatical consists of a half-year leave of absence at full salary or a full year at half salary. Any eligible Faculty member whose proposed sabbatical activities are recommended by his or her department chair and whose application is received by the Dean of the Faculty by the deadline noted below shall be granted a sabbatical in the year requested unless unanticipated or extraordinary institutional interests require a deferment.

This statement was modified by the following resolution adopted by the Trustees on May 19, 2001 for implementation beginning with the 2002-03 academic year:

We endorse the adoption of a revised sabbatical leave policy that (a) is based on a full-time teaching residency requirement of not fewer than six consecutive semesters, with the proviso that neither semester of the year in which a sabbatical is taken shall count toward meeting the residency requirement for the next sabbatical; (b) eliminates other College-funded research leaves for tenured Faculty; (c) does not result in a net loss of courses taught by tenured Faculty; and (d) approximates neutrality in its financial effects.

Eligibility: In the year following the completion of six consecutive semesters of full-time academic year teaching, tenured faculty members are eligible to take a two-course semester leave of absence at full pay. A semester during the academic year in which the quadrennial leave is taken does not count towards the six-semester residency requirement for that or a subsequent quadrennial leave. Normally, a faculty member on a reduced teaching schedule occasioned by other approved service to the College must teach at least one course in order for the semester to count toward the full-time consecutive teaching residency.

With the approval of the Dean of Faculty, a quadrennial leave may be postponed. If the scheduled quadrennial leave is postponed for one or two years of full-time resident teaching, these years of service will be applied to the residency required for a subsequent quadrennial leave. If the scheduled quadrennial leave is postponed three years and a tenured faculty member thus completes twelve consecutive semesters of teaching, a full year leave may be taken. The faculty member may elect to take 80% of full salary for the year and teach five courses during the biennium in which the year falls, or may take full

salary for the year and teach 6 courses during the remainder of the biennium.

Faculty members may not take a quadrennial leave during the academic year in which they retire from College service.

(Revised July 2012)

Benefits: Regular College benefits are continued during Quadrennial Sabbatical Leaves. Faculty members pay their normal share of premium costs. TIAA-CREF retirement plan contributions are based upon actual base salary payments.

Application: Application must be made in writing (using the form available on the Dean of Faculty's website) to the applicant's Department Chair and forwarded to the Dean of the Faculty by the department chair, with his or her evaluation and endorsement, not later than September 10 of the year preceding the academic year in which leave is requested.
(Revised June 2002; July 2008)

Junior Faculty Research Leave

Tenure-track faculty members in the fourth year of employment are granted a leave of a two-course semester for the purpose of pursuing scholarly or creative projects. As with Quadrennial Sabbatical Leave, application must be made in writing (using the form available on the Dean of Faculty's website) to the Department Chair and forwarded to the Dean of the Faculty, with the evaluation and endorsement of the Chair, by September 10 of the year preceding the period of leave. *(Revised July 1993, July 2008)*

Benefits: Quadrennial Sabbatical Leave benefits apply.

Leave of Absence

Leave of absence without pay may be granted to a full-time continuing Faculty member when doing so would not seriously hamper maintenance of necessary course offerings or other College functions. Application should be made as specified above for Quadrennial Sabbatical Leave. The maximum duration of an unpaid leave of absence or the combination of a Quadrennial Sabbatical Leave with a leave of absence is two years. A faculty member who is on leave for two years must then be in full-time teaching residence for at least six consecutive semesters before taking any additional leave. Faculty members are required to pay for the full cost of dental and medical insurance premiums during leaves of absence without pay which last one year or longer. Other benefits are suspended until the faculty member returns to his/her position at the College. *(Revised July 2012)*

If a faculty member receives an external grant for a semester or a year for which the faculty member has been granted a leave of absence that falls short of covering his/her regular salary, the College will top up the grant, either by a) matching the amount of the grant; or by b) supplementing the amount of the grant up to the faculty member's full salary for the appropriate period, whichever is less. The Dean of Faculty may make adjustments to this policy in special circumstances. *(Added July 2007; Revised June 2013)*

Reduced Teaching Schedules:

A reduction in the teaching of one or two courses a semester may be granted upon the recommendation of the department chair and the Dean of Faculty. Faculty members on a teaching course reduction are eligible for full dental and medical benefits, but salary and salary-related benefits will be reduced proportionately. A faculty member may, with the approval of the department chair and the Dean of Faculty, seek external grant funding for a reduced teaching load. A grant funded teaching reduction normally is limited to one course per year, and the grant normally must fund one-fifth of the faculty member's full salary. A faculty member on a teaching course reduction must teach a minimum of one full-credit course each semester. The maximum permissible reduced teaching schedule is two years. (*Revised June 2002; June 2013*)

Leaves outside the Quadrennial Schedule: The quadrennial leave eligibility schedule may be affected by semesters during which a faculty member is on other types of leaves, as follows.

A semester taken as unpaid leave, with or without grant funding, does not count toward the six-semester residency requirement and it is considered a break in consecutive service. That is to say, a faculty member taking a semester or year as unpaid leave will next be eligible for a quadrennial leave during the academic year following six consecutive semesters of full-time academic year teaching. A semester in residency during the year in which the unpaid leave is taken does not count towards the six-semester residency requirement, nor do any semesters in the academic year in which the next quadrennial leave is taken count towards the six-semester residency requirement.

Semesters during which a tenured faculty member is on family or medical leave with pay do not change the quadrennial leave eligibility schedule. That is to say, if a tenured faculty member takes a semester of paid family or medical leave during a semester which would otherwise count towards the six-semester residency requirement, that semester is still considered to count towards the residency requirement, and the timing of the subsequent quadrennial leave eligibility year is not affected. Semesters during the probationary period during which a faculty member is on Family or Medical leave may change the quadrennial leave eligibility schedule. That is to say, if a faculty member takes more than one semester of family or medical leave and elects to extend the probationary period by two years, the first quadrennial leave eligibility year will be postponed by one year (i.e., following the tenure decision). If the faculty member chooses not to extend the probationary period, or to extend the probationary period by one year, the timing of the first quadrennial leave year will not be affected. (*Added July 2012*)

College-Supported Faculty Research Programs

The Faculty Research Committee (FRC) administers grants programs each year that provide support for faculty research and creative activities. The committee comprises six elected members of the faculty, with at least one member from each disciplinary group - natural sciences and mathematics, social sciences, humanities, and arts - and no more than one from any department. The committee is joined by the Associate Academic Dean and by the Director of Faculty Grants (who provides administrative assistance but is not a member).

In addition to the research support programs for faculty members and students - described briefly below and in greater detail on the Faculty Research Committee website (www.trincoll.edu/Academics/dean/research/supported/committee) - the FRC sponsors a faculty lecture series each academic year.

Programs for Faculty Members

The Faculty Research Committee administers funds available through the Dean of Faculty's budget to aid faculty in their scholarly endeavors. Such aid is available for all stages of research, from inception to the final push to publication or performance. [NB: as used here, "research" also includes creative activities in the arts intended to lead to public performances or exhibitions, or publication.]

The FRC will consider faculty requests for research support under two programs:

Faculty Research Grants: These grants are intended to help begin new scholarly projects or to support work already in progress. Proposals may request support of one or two years' duration. Faculty members who plan a longer project may present this in their initial application, but any renewed funding will be based on a competitive proposal that clearly presents the accomplishments of the original funded period.

Faculty Research Grant proposals will be considered twice yearly, usually in early October and early February. Ordinarily, they will be for periods starting the June 1 after the academic year in which they are made and will be capped at **\$4,000**. The announced deadlines are firm; it is the policy of the FRC that late applications will not be considered.

For a detailed program announcement, visit the Faculty Research Committee website (see above).

Completion Grants: These grants are intended to provide faculty members with funds to defray the costs of bringing their scholarship to the public arena. Ordinarily, such grants will be for less than **\$2,000**. Examples of such costs include page or indexing charges, permissions, and exhibition staging charges. These grants give preference to single author volumes over edited works. It is recommended that the faculty member determine well in advance what other sources could partner with completion grant money to support the project; these funds may include departmental funds, start-up funds, or, in the case of multi-author publications, contributions from other institutions. Normally, a request to fund the purchase of reprints as a stand-alone item is not fundable; however, a faculty member may make such a request if there is a necessity for high-resolution images which cannot otherwise be adequately reproduced. Requests for such grants will be considered on a rolling basis by a sub-committee consisting of the Chair of the FRC and the Associate Academic Dean. Applicants should email to the Chair of the FRC and to the Associate Academic Dean the completion grant application, explaining the expenses (such as page rates for indexing, or title of article and name of journal for page charges) and providing an estimate of the costs to be incurred.

* * * * *

The Faculty Research Committee recognizes that these categories may not cover all eventualities. If an unanticipated research situation arises that cannot be accommodated under these categories, please contact the Chair of the FRC.

Support for Student Research

The Faculty Research Committee has long provided support for research experiences for Trinity undergraduates.

Under the **Faculty Research Grants** program [see above], proposals of *longer than one year's duration* may include a request for up to \$4,000 in personnel costs for research assistance. As distinct from the Student Research Program [see below], this aspect of the Faculty Research Grants is intended primarily to suit the needs of the faculty member's research. Assistants will not necessarily be Trinity undergraduates, nor will the work experience necessarily be an educational one.

The **Student Research Program** (SRP) enables faculty members to provide supervised research opportunities for Trinity undergraduates. Proposals are normally prepared by the faculty member and are for research projects that the faculty member is conducting. The principal criterion by which proposals are judged, however, is the educational benefit to the student.

Students receive a maximum stipend of \$3,500 for 10 weeks' full-time work (or the equivalent). For those working during the summer, the program's benefits also include on-campus housing funded by the Dean's Office.

The FRC will consider SRP proposals under two deadlines, usually in October and February. For a complete description and applications forms, visit the Faculty Research Committee website (see above).

Student-Initiated Research Grants (SIRG) is a reimbursement program intended to defray the costs of student-initiated, faculty-mentored research projects that cannot be conducted at Trinity. Of particular interest to the committee are proposals for research leading to a senior thesis. The proposal - including a project narrative, budget, and budget justification - must be written by the student applicant; the sponsoring faculty member provides a statement of support, emphasizing the feasibility of the student's plan.

The maximum award is **\$2,500**, and stipends are provided. There are two deadlines each year, one in the fall and one in the spring. For further information, visit the Faculty Research Committee website (see above).

* * * * *

Program Limitations and Requirements: The Faculty Research Committee (FRC) considers requests for travel support - from faculty members and students - only insofar as it is directly related to the research activity itself. Requests for travel to professional meetings, including travel to present the results of FRC-funded research, should be directed to the Associate Academic Dean.

Award recipients are responsible for proper stewardship of grant funds and adherence to the approved budget. The Committee should be acknowledged in any publication resulting from grant-funded research. FRC awards may not be used to fund meals or provide for per diem costs. Faculty members may submit applications for more than one project in a given year. However, in order to ensure an equitable allocation of funds, the FRC will, if necessary, fund acceptable single proposals before considering further applications from one person or group. At the conclusion of the period specified in the grant - or at least annually, in the case of longer-term grants - the grant recipient must submit a report to the Associate Academic Dean and to the Director of Faculty Grants.

(Revised May 1999; July 2007; August 2011; July 2012)

Defrayal of Professional Expenses

Research and Publication. Funds are available to assist faculty with expenses incident to research or publication, when financial help is not available from other sources. Please refer to the previous section, **College Supported Faculty Research Programs**, and the Dean of Faculty's website for details.

Travel to Professional Meetings. The College encourages members of the faculty to attend and contribute to professional meetings. Since participation in such activity benefits both the individual and (indirectly) the College, expenses are normally shared between the two parties under guidelines developed below. Allocations to support faculty travel are provided annually, although, due to the unpredictability of demand, budgeted funds may in some years be insufficient to meet all legitimate needs for assistance. Consequently, faculty members should discuss their plans as early as possible in the academic year with the designated Associate Academic Dean, who oversees expenditures under this program.

A. Eligibility: Four categories of participation by full-time, continuing faculty members are recognized:

- 1) Official or voting representative of the College;
- 2) Formal presenter of a prepared paper, or recognized discussant, panelist, or convener for a formal session listed in the meeting program;
- 3) Attendee (i.e. non-contributor);
- 4) Recruiter (normally, at most two per department, per meeting).

B. Reimbursement Schedules: Faculty members who meet the eligibility requirements specified in categories 1, 2 or 4 (above) may receive reimbursement for their registration fees, transportation, and reasonable lodging costs. The College will not reimburse for meals or provide for per diem funds for travel. Normally, faculty meeting these requirements in categories 1 or 2 will have their expenses covered in this fashion for one such trip per year. Conference attendees (category 3 above) may be reimbursed for one-half of their approved travel, registration, and lodging.

For budgetary reasons, the Associate Dean may find it necessary to limit total expenditures for any single event or by any individual faculty member. Faculty members may also apply for reimbursement for more than one such trip, but, depending on the budget, it may not be possible to fund the request. In particular because of steep increases in airfares and the decline in value of the U.S. dollar, it will be very difficult to fund another trip for faculty who plan to travel or who have already traveled outside the continental U.S.

Faculty members whose appointments are less than full-time or who are on one-year appointments may also request assistance from the Associate Dean, but, depending on the budget, assistance may not be at the same levels as above.

C. Procedures and Practices: Faculty members wishing to arrange for support of professional travel should contact the designated Associate Academic Dean in writing using a Travel

Request (available from all departmental secretaries or from the Dean of Faculty's website). The application must specify the name and location of the conference, the title of the presentation or panel assignment (if applicable) of the attendee, and the likely costs which will be incurred. **Faculty members who fail to apply in advance should not expect reimbursement.**

In order to facilitate tracking of funds, applications will be considered on the following schedule:

- For travel occurring from November through February, applications should be received no later than October 1.
- For travel occurring from March through June, applications should be received no later than February 1.
- For travel occurring from July through October, applications should be received no later than June 1.

In exceptional circumstances the Associate Dean may approve requests which are made outside the applicable deadline.

Faculty members whose travel includes countries on the State Department watch list (http://www.travel.state.gov/travel/cis_pa_tw/tw/tw_1764.html) must submit a signed waiver along with their requests for funding. Faculty members planning travel abroad, especially travel to a watch list country, are encouraged to contact Brandon Lussier at (Brandon.Lussier@trincoll.edu), Assistant Director of OIP (www.trincoll.edu/UrbanGlobal/StudyAway) for information and support as they plan their travel.

Reimbursement will be made only upon submission to the associate dean of a signed, completed copy of the Travel Expense Report form (available from all departmental secretaries or from the Dean of Faculty's website: <http://www.trincoll.edu/Academics/dean/research/supported/Pages/Defrayal.aspx>) within 30 days of return to the College, accompanied by a set of proper receipts (where available) from hotels, travel services, credit cards, etc. In addition, a copy of the entry in the official program of the conference listing the faculty member's contribution should be provided. **As a general rule, travel advances will be provided only when absolutely necessary.** The normal threshold for a travel advance is \$1,500 in pre-meeting costs.

Please note:

- Approval of reimbursement requests is subject to the continued availability of funds.
- Applications for reimbursement should be made as early as possible, and in any event before the listed deadlines.
- No more than one such trip is guaranteed to be covered in such a fashion.

(Revised July 2007; August 2011)

Library Use

A faculty member who wishes to make use of the Libraries of Harvard or Yale for a period of at least six months in duration may take advantage of the following arrangement: The first \$100 of the total cost will be borne by the individual faculty member. The College will bear two-thirds of all expenses in excess of \$100. Applications can be made through the Office of the Dean of the Faculty.

Faculty Entertainment Fund

Limited funds are available to faculty members to entertain students at faculty residences. Contact the Office of the Dean of Students.

Faculty Use of College Vehicles

The use of College vehicles is restricted to the performance of College business. College-owned vehicles are available for use by faculty, staff and students who have been authorized to drive Trinity vehicles. Authorization may be obtained by submitting a **Trinity College Driver Information Form** to Carol Porrino Kessel, Williams 128. Please refer to the **Policy Concerning Use of Trinity College Vehicles** for further information regarding criteria for use of College vehicles. The Policy appears in the Fleet Control Section of the Trinity College Safety and Loss Control Manual. Call Carol Porrino Kessel at extension 2032 to request forms or for further information.

State of Connecticut statutes require a public passenger transportation permit (PPTP) for individuals driving a vehicle designed to transport 8 to 15 passengers (including driver). A personal use exemption is extended when the driver is the only passenger in the vehicle. A PPTP may be obtained through the Connecticut Motor Vehicle Department.

The **Trinity College Vehicle Request Form** must be used to reserve a College vehicle and should be submitted to Buildings and Grounds at least one week prior to the date a vehicle is needed. Vehicles are reserved as requests are received on a first come, first served basis. The **Trinity College Trip Report** must be completed and returned with vehicle keys following use of a vehicle.

Departments who are assigned vehicles have responsibility for administering all aspects of the **Policy Concerning Use of Trinity College Vehicles**.

Business Personal Property Insurance

Coverage is provided for Trinity faculty in an amount up to \$10,000 on items consisting principally of books, journals, scientific equipment, and office or computing equipment which are located on the premises of the College. Each loss will be subject to \$250 deductible. The Business Office expects that all faculty members will, at regular intervals, complete a declaration form itemizing and valuing all on-premises property.

Appropriate Use of E-mail

Trinity e-mail is provided to facilitate the exchange of College-related information. We strongly recommend that e-mail not be used for the communication of confidential or highly sensitive information. E-mail is now considered a formal written record that carries the same legal weight as a formal memorandum and is legally discoverable if subpoenaed by a court

order. When a private message needs to be conveyed between two individuals, an oral conversation is the best approach. If it is essential to send information of a confidential nature, it's best to send the information as an attachment that has been password-protected. Give the document password to the recipient by phone or in person - not via e-mail.

Users of e-mail should not have any expectation of personal privacy with regard to their email communications. Users should remember that e-mail messages become the possession of the receiver and can be easily duplicated and redistributed by recipients. Messages that need not be preserved should be deleted immediately. College policy prohibits certain types of e-mail. These include mail that may be perceived as harassment, political campaigning, chain mail or commercial solicitation. Violators may be subject to disciplinary action as determined by existing and appropriate governing bodies. Certain types of e-mail, including but not limited to harassing e-mail, may also subject the sender to civil or criminal penalties. *(Added July 2012)*

A.4: PROCEDURES FOR ADJUDICATING COMPLAINTS AGAINST FACULTY MEMBERS

PART 1: GENERAL PROCEDURES

A person who believes him or herself to have been aggrieved by a Faculty member may refer a complaint to the Dean of Faculty at any time. The complaint must be written, and it must state that it is a "formal complaint." A record of the complaint and any subsequent action will be kept in a file in the Dean of Faculty's office and not in the Faculty member's official Trinity College personnel file which is usually maintained in the Human Resources Office. This file will be destroyed by the Dean of Faculty three years from the date of a final resolution of the complaint. The final resolution date of a complaint which goes to a Hearing Panel occurs on the date an appeal is completed or on the date of the deadline for filing an appeal if one is not filed. The final resolution date of a complaint resolved informally by the Dean of the Faculty is 14 days after the date of the letter from the Dean to the parties describing the solution to the complaint.

While there is no established time limit within which a Complainant must make a formal complaint, it should be done as promptly after the alleged violation as possible. (One consequence of the failure to present a complaint promptly is that it may preclude recourse to legal remedies should the Complainant decide to pursue them at a later time.)

Upon receiving the complaint the Dean of Faculty will immediately inform the alleged offender of the complaint and ensure that both parties have the formal, written statement of the complaint.

The Dean of Faculty will discuss the complaint separately with both the Complainant and the respondent in order to determine whether an informal resolution of the complaint can be reached.

If after these discussions both parties and the Dean can agree on a resolution of the matter, the complaint process may be ended here. In this case, the Dean of Faculty will communicate the understanding reached to both parties in writing, and both parties will accept the resolution in writing within 14 days of the date of the Dean's letter to the parties communicating the understanding. The Dean, the Complainant and the Respondent all agree not to make public the content of the conversations which led to the resolution.

If a penalty is voluntarily accepted by the Respondent, the penalty cannot be appealed by either party at a later time, and if the Respondent agrees voluntarily to a temporary or permanent separation from the College the penalty does not require review by the Academic Freedom Committee.

If the parties and the Dean of Faculty cannot agree on a resolution, the matter will be resolved either by arbitration or by formal hearing. A formal hearing will be held unless the parties both agree to a hearing by an Arbitration Panel. The Dean of Faculty will be responsible for aiding both the Complainant and the Respondent in preparing for the hearing. The hearing, whether by an Arbitration Panel or by a Formal Hearing Panel, will be scheduled for no later than 30 days after the Dean of Faculty determines an informal resolution cannot be reached.

PART 2: ARBITRATION PANEL

The Dean of Faculty will appoint a three member Arbitration Panel selected from members of the pool appointed by the Faculty Conference to adjudicate complaints against Faculty members. The Panel will consist of one person nominated by the Complainant, one person nominated by the Respondent, and a chairperson selected by the Dean of Faculty. The Dean will attempt to appoint the first choice selection of the Complainant and the Respondent, but members of the pool may recuse themselves without being challenged and the Dean may need to appoint an alternate choice of either party to make up the Panel. The Dean will take all due care not to bias Panel members with respect to the merit of the complaint. Potential Panel members need to know the names of the parties and the specific complaint so they may have enough information to consider a recusal for cause. However, beyond this information the Dean should not discuss the case with the Panel members. If the appointments can be made by mail, that is a preferable procedure.

The Dean will forward the complaint to the appointed Panel, and the Panel will meet as soon as possible with the Complainant and Respondent together. No formal record of the proceedings will be kept, factual finding will be based entirely on statements of the parties, there will be no external witnesses, and no outside counsel will be permitted. The proceedings may be recessed if more than one session is needed to hear the matter. It is expected that participants in the arbitration process will not make the proceedings public. Within 30 days of the close of the hearing, the Panel will submit its findings of fact and a penalty (see Section 4), if one is merited, to the parties and to the Dean of Faculty. The Dean of Faculty is bound by the finding of the Panel and shall facilitate the penalty assigned by the panel, if one is assigned.

PART 3: FORMAL HEARING

The Dean of Faculty will appoint a five member Hearing Panel and name one member chairperson from members of the pool appointed by the Faculty Conference to adjudicate complaints against Faculty members. This Panel will hear the complaint against the Faculty member following the hearing procedures outlined in this section. The Panel will submit its findings of fact and a penalty (see PART 4 below), if one is merited, to the parties and to the Dean of Faculty. The Dean of Faculty is bound by the finding of the Panel and shall facilitate the penalty assigned by the Panel, if one is assigned.

Basic Conditions of the Formal Hearing

A) Neither the Complainant nor the Respondent may peremptorily disqualify a member of the Hearing Panel, but if either party objects to one of the Dean's selections for the Panel, that person may state his/her reasons in writing and the Dean shall have the discretionary authority to replace the person objected to with another person from the Faculty pool. Pool members may recuse themselves from hearing the case without challenge.

B) The Complainant and the Respondent are expected to attend all sessions of the hearing, except that either may be excused by the Hearing Panel at his/her own request. No hearing session will be held without the Complainant and the Respondent having been given ample notice and opportunity to attend.

C) The Hearing Panel will summon all witnesses, and any and all members of the student body, the Faculty, and the administration are expected to respond affirmatively to such a summons. From time to time other members of these groups may be called for consultative purposes, and they too are expected to respond affirmatively.

D) The Hearing Panel Chairperson will serve to initiate a hearing, to summon all parties to it, to summon witnesses, and, when needed, consultants. It will be the Panel's joint responsibility to interpret appropriate Faculty rules and procedures, to rule on the relevance of questions asked by parties to the case, to rule on questions which are redundant, and to see that fair treatment and an opportunity for civil and orderly participation are accorded to all parties.

E) A tape recording of the sessions will be made and kept during the duration of the hearing and the deliberations of the Panel by the Hearing Panel Chairperson. The tape will be retained by the Dean of Faculty until the matter is concluded and no further appeals are possible, after which it will be immediately destroyed.

F) Each party may be accompanied by one adviser during each hearing session. Advisers may not participate directly in the session, but they may consult freely with the person whom they are advising. Ordinarily, the adviser will be a member of the College, but an outside adviser may be present at the request of the Complainant or the Respondent if the Panel agrees, but no advisor may have formal legal training.

G) Hearings will be private and it is expected that no participants in the hearings will make the proceedings public. Witnesses will appear individually, as will consultants; the latter may appear at whatever time in the proceedings the Panel thinks proper.

Hearing Sequence

A) At the outset, the Chair of the Hearing Panel will state aloud for the tape the persons present in the room and will then read aloud the complaint and any response, written copies of which will be provided to the members of the Panel and to the Complainant and Respondent. The Chair will then offer the Complainant and the Respondent opportunity to comment on their statements.

B) The Panel will then hear testimony from the parties to the case. During this phase of the hearing only the Complainant, the Respondent, and their advisers shall be present. First the Panel will question the Complainant; then the Respondent will be given an opportunity to question the Complainant. Next the Panel will question the Respondent, and then the Complainant will have an opportunity to question the Respondent. In the event that there is more than one Complainant and/or more than one Respondent, the Panel will determine the order in which parties are to be questioned. Re-questioning, in the same order, will be permitted until no party and no Panel member has any further questions.

C) If witnesses have been summoned, they will next appear, one by one and in an order determined by the Panel in consultation with the Complainant and the Respondent. Normally the Complainant will present his/her witnesses first, then the Respondent will present his/her witnesses, and then the Panel may call such witnesses or consultants as it deems necessary. Each witness will be questioned first by the party who called the witness, then by the other party and then by the Panel. Witnesses may be re-questioned and/or recalled as required.

D) After all witnesses have appeared and been questioned, the Complainant and Respondent will be provided a final opportunity to question one another, after which the Panel will have the opportunity re-question the Complainant and the Respondent.

E) The hearing will then recess to permit both the Complainant and the Respondent to prepare a summary of their positions or such statement as they think appropriate. The length of the recess will be agreed on among the parties except that it may not exceed 2 weeks. The summary statements will be written and distributed by each party to the other party and to the members of the Panel no later than 10 days after the recess.

F) The hearing will then resume with the presentation of the summary statement of the Complainant followed by the summary statement of the Respondent. After the Panel has had an opportunity to ask final questions, the hearing will adjourn.

G) Within 30 days after the hearing adjourns, the Panel will, in writing, report its findings of fact and a penalty, if one is merited, to the parties and to the Dean of Faculty.

H) Any records that are collected as evidence during the hearing will be held in the Dean of Faculty's file of the case and will be destroyed with the file after the final resolution of the complaint. The final resolution of the complaint occurs after an appeal is completed or after the deadline for filing an appeal.

PART 4: ACTIONS POSSIBLE

A. A finding of no merit to the charge. Such a finding will be reported to the parties by the Dean and a copy of the finding and any reports made to the Dean by a Panel will be made a part of the record of the complaint.

B. A finding of guilty of the charge. Such a finding will result in one of the following actions or sanctions:

1. Treatment: Medical or psychological treatment may be indicated. The matter may be considered closed when the Faculty member is verified by a competent professional to be able to resume his or her duties, or this action may be coupled with admonition, censure or suspension.

2. Admonition: This penalty is a letter of admonition that will be sent to the Respondent by the Dean. In addition, a copy of the letter of admonition will be placed in the Respondent's official personnel file.

3. Censure: This penalty is a letter of admonition that will be sent to the Respondent by the Dean. In addition, the fact of the admonition will be published in the Faculty Minutes and copy of the letter of admonition will be placed in the Respondent's personnel file.

4. Suspension¹: This penalty is a temporary separation from the College. The conditions for the return of the Faculty member to the College will be stipulated as part of the penalty. Notice of this penalty will be placed in the Respondent's personnel file.

¹ This penalty must be referred to the Academic Freedom Committee for hearing in accordance with the procedures for dismissal of a tenured Faculty member or a Faculty member before the end of his or her appointment (*Faculty Manual* Appendix B.9). This penalty can be imposed only by the Board of Trustees on the recommendation of the AFC. The AFC does not redetermine the findings of the case, but it does determine whether the suggested penalty should be recommended to the Board.

5. Dismissal²: This penalty is a permanent separation from the College. Notice of this penalty will be placed in the Respondent's personnel file.

PART 5: APPEALS

Appeals to arbitration and formal hearing findings may be made to the President and must be made within three months of the receipt by the Respondent and the Complainant of the Hearing Panel's report of its findings.

(Passed by the Faculty May 2, 1995. Amended by the Faculty Conference Dec. 1996, Feb. 1998 and May 1998)

² This penalty must be referred to the Academic Freedom Committee for hearing in accordance with the procedures for dismissal of a tenured Faculty member or a Faculty member before the end of his or her appointment (*Faculty Manual* Appendix B.9). This penalty can be imposed only by the Board of Trustees on the recommendation of the AFC. The AFC does not redetermine the findings of the case, but it does determine whether the suggested penalty should be recommended to the Board.

A.5: FORMAL HEARING AND INVESTIGATION PROCEDURES OF THE ACADEMIC FREEDOM COMMITTEE

PART 1: FORMAL HEARING PROCEDURES

DEFINITIONS

Academic Freedom Grievance - A complaint made by a student, former student, Faculty member, or former Faculty member concerning alleged inequity, unfairness or maladministration involving academic freedom.

Committee - The Academic Freedom Committee.

Complainant - Any person or group who has filed a written complaint with the Academic Freedom Committee, or who has had a complaint filed on his/her/its behalf by the Ombudsman.

Hearing Panel - A Panel comprising those members of the Academic Freedom Committee constituted to hear a particular complaint.

Non-Academic Freedom Grievance - A complaint originating under Section 9.2.1 of the Faculty Manual alleging unfairness, inequity, discourtesy, undue delay, or other malfunction in the processes of the College but not specifically involving academic freedom.

Respondent - A person or group who is named in a complaint made to the Academic Freedom Committee.

PROCEDURES

1. The Complainant will file a specific written complaint with the Committee Chair (or his/her designee). The complaint must be either an academic freedom grievance or a non-academic freedom grievance. It shall be the Complainant's responsibility to specify the type of complaint being made.

Normally a charge will be filed within three years of the event that precipitated it. A detailed statement explaining why the charge has been delayed must accompany filing after this time period. Acceptance of a charge filed later than three years after the precipitating event will be at the discretion of the Committee.

2. The Committee Chair (or his/her designee) will give all Respondents a copy of the complaint. The Respondent will submit a response to the complaint in writing to the Committee Chair (or his/her designee) no later than 30 days following receipt of the complaint. College vacations may however require some accommodation in scheduling.

3. Upon receipt of the response, the Committee will examine the complaint to determine whether it has sufficient merit to warrant Committee consideration. This determination will be made within one week of receipt of the response. It will require the assent of at least 2 members of the Committee to determine that the Committee will hear the complaint. If it decides not to hear the complaint, the Committee will inform the

Complainant and the Respondent in writing of its reasons.

4. If it decides to hear a complaint, the Committee will usually schedule a hearing date no sooner than 2 weeks and no later than one month after the Respondent's written response to the complaint has been received by the Committee Chair (or his/her designee). The Committee will endeavor to arrive at its findings as expeditiously as possible, particularly when the complaint has been made in the context of an appeal to the Appointments and Promotions Appeal Board.

5. If the subject matter of the complaint concerns procedures, policies, or practices of the College, the Committee's report of findings will be made available to the Faculty; unless the Committee decides otherwise for cause, it will be made available to the Faculty in the same form as submitted to the principals of the case.

If the subject matter of the complaint involves personnel matters, the Committee's report of findings will not usually be made available to the Faculty in the form submitted to the principals. In such cases, the Faculty will be given only a summary reporting that a Formal Hearing was held, the nature of the allegations made, and the principles on which the Committee based its conclusions.

In conformity with its charge in the Faculty Manual (Section 9), the Committee will make the determination of the form in which reports of findings will be distributed to the Faculty, but it will consult with the Respondent and the Complainant before making its decision. Publication of findings, in any manner whatsoever, is reserved solely to the committee or to the Faculty as a whole; no other agency or member of the Faculty is authorized to make any committee documents public. Any documents issued to individuals in the course of formal committee hearings are provided solely for the personal, private use of such individuals. In cases where the matter being heard concerns an academic freedom allegation that will be part of an appeal made by the Complainant to the A&P Appeals Board, the committee's final report will be transmitted directly to the A&P Appeals Board and will not be disseminated elsewhere until the Appeals Board has ruled on the appeal.

6. The full Committee will usually constitute the Hearing Panel. Members of the Committee may recuse themselves when faced with a conflict of interest. The Complainant and the Respondent may challenge members of the Hearing Panel for cause. The Committee will be the sole judge of the merit of a challenge; it will be guided in its decision a) by the principle of fairness to the Complainant and the Respondent, and b) by the need to maintain whenever possible the integrity of a duly elected Panel in the discharge of its obligations to the Faculty. In cases of both recusal and challenge, the Committee will be sensitive to the fact that, in a small community such as ours, neither the appearance nor the reality of a conflict of interest is always easily avoided; it will thus seek to avoid the extremes of, on the one hand, contaminating the process through allowing real conflicts of interest to stand, and on the other hand, vitiating the process through excessive recourse to ad hoc procedures.

7. Proceedings will be tape-recorded. The tape will ordinarily be available only to the Hearing Panel or to the Ombudsman in the event of an appeal to the Panel's decision.

8. At least one week before the Hearing date both the Complainant and the Respondent will provide both the Committee and the other party with 1) a list of witnesses to be called, and 2) a list of items to be submitted in evidence and copies of documents to be submitted. If neither Respondent nor Complainant has witnesses or evidence to present,

and if neither party wishes to question the other, they may, in agreement with one another and with the Committee's consent, agree to waive procedures 9, 10, and 12 and allow the Committee to base its decision on the material already presented. Should procedures 9, 10 and 12 be waived in this manner, however, the Committee retains the right to put its own questions to the Complainant and/or the Respondent and/or other witnesses according to procedure 11.

9. At the hearing the Complainant will first present the written complaint and make whatever statement he/she/it wishes. The complaint may then present such evidence and/or witnesses as he/she/it wishes. The Respondent and then the Hearing Panel will be given opportunity to examine all evidence and to question each witness. Requestioning by Complainant, Respondent and the Hearing Panel will be permitted until all parties indicate they have no further questions.

10. The Respondent may then present his/her/its written response, make a statement, and present such evidence and/or witnesses as he/she/it wishes. The Complainant and then the Hearing Panel will be given an opportunity to examine all evidence and to question each witness. Requestioning by Complainant, Respondent and the Hearing Panel will be permitted until all parties indicate they have no further questions.

11. The Hearing Panel may cause such evidence to be presented or other witnesses to testify as it determines is necessary for its deliberation. The Hearing Panel will have all the powers of access to evidence and witnesses as does the Ombudsman.

12. The Complainant and the Respondent will each be allowed to make a summary statement orally or in writing or both. Any summary statement must be limited to matters raised in the course of the hearing or in the written materials previously submitted by the Complainant and the Respondent, and any such written statement must be submitted to both the Committee and the other party within 10 days of the close of the hearing.

13. The order of the hearing may be changed only with the unanimous consent of the Complainant, the Respondent, and the Hearing Panel.

14. Recesses may be taken during the hearing in order to give any party, including the Hearing Panel, time to prepare material, obtain new material, or obtain witnesses. Only the Hearing Panel has the power to grant and to define the duration of the recesses.

15. The Hearing Panel will present a draft of its findings in writing to the parties within 30 days of the adjournment of the hearing. However, in the event that either party submits summary statements, the Committee's draft of its findings will be presented within 30 days of the receipt of the later of such summary statements. Both Complainant and Respondent shall have up to 10 days to draw the Committee's attention to any errors of fact contained in the report, after which time the Committee will issue its findings in the form of a Final Report.

16. Should the Complainant or the Respondent wish to appeal the findings of the Hearing Panel, such appeal must be made to the Ombudsman within 30 days of the submission of the Committee's report of findings to the various parties. Such appeals are admissible only on the grounds of procedural error or gross unfairness. While the Ombudsman may respond to such appeals in any manner he/she sees fit, normally the

Ombudsman will outline in writing the causes for denying the appeal or for recommending a rehearing. No further appeals are permitted.

(Revised December 1994)

PART 2: FORMAL INVESTIGATION PROCEDURES

1. The Ombudsman (or his/her designee) will file a specific written request for a hearing with the Academic Freedom Committee, hereafter, the Committee. The request will state what question is being asked and what scope of finding is being requested of the Committee.

2. The Committee will meet with the Ombudsman (or designee) and decide what parties are likely to be relevant to the question being asked.

3. The Committee will provide all potentially relevant parties a copy of the request, and will schedule a hearing date no sooner than 15 days and no later than 30 days after all such parties have been notified.

4. Any person or group who believes he/she/it is affected by the issues being heard may request to be named a participant in the hearing and to be permitted to address the scheduled hearing. The Committee will have final determination of who has cause to be designated a participant.

5. When the subject matter of the Investigation concerns procedures, policies, or practices of the College, the Committee's findings will be made available to the Faculty, and unless the Committee decides otherwise for cause, they will be published to the Faculty in full. If the subject matter of the Investigation involves personnel matters, the Committee's findings may be reported to the Faculty in a form that protects the privacy of individuals involved in the Investigation. The Committee will make the determination as to whether Committee findings will be published in full or in modified form after consultation with the Ombudsman. Normally it is expected that the Committee's findings in an Investigation will be reported in full to the Faculty.

6. The full Committee will generally constitute the Hearing Panel, although the Committee may name a smaller Panel from among its members to conduct the investigation. The Ombudsman (or designee) may challenge designated members of the Hearing Panel for cause. The Committee will be the sole judge of the merit of a challenge; it will be guided by the principle that, since inquiries under this procedure are uncontested, any potential conflict of interest would have to be very great in order to justify disqualifying any member of the Committee from sitting on the Panel.

7. Proceedings will be tape-recorded. The tape will ordinarily be for the use of the Committee in reaching its conclusions.

8. The Ombudsman (or designee) will first present the written request and make whatever statement he/she wishes. The Ombudsman (or designee) may then make such statements and present such evidence and/or witnesses as he/she wishes. The Panel will be free to question all witnesses. Requestioning will be permitted until both the Hearing Panel and the Ombudsman indicate they have no further questions of each other or of the

witnesses.

9. Other participants admitted by the Committee to speak will then be allowed to make statements and to present evidence in an order to be determined by the Hearing Panel. Both the Hearing Panel and the Ombudsman (or designee) may question all persons addressing it.

10. The Hearing Panel may cause such evidence to be presented or other persons to speak as it determines is necessary for its deliberation. The Hearing Panel will have all the same powers of access to evidence and witnesses as the Ombudsman.

11. Recesses may be taken during the hearing in order to give any party, including the Hearing Panel, time to prepare material, obtain new material, or obtain witnesses. The granting and duration of any recesses must be acceptable to both the Hearing Panel and to the Ombudsman (or designee).

12. The Hearing Panel will present its findings in writing to the Faculty within 30 days of the adjournment of the hearing.

13. Since the purpose of these investigations is to formulate a statement from the Committee concerning some issue at hand, no appeal from the finding of the Panel is appropriate.

14. When a Formal Investigation is initiated by the Committee itself under Section 9.2.1.c of its charge in the Faculty Manual, the Committee will assume the role of the Ombudsman throughout these Procedures.

(Revised July 1993)

A.6: TRINITY COLLEGE POLICY AND PROCEDURES FOR REVIEW OF ALLEGED UNETHICAL RESEARCH PRACTICES

Trinity College is committed to maintaining the integrity of scholarship and investigative research and to fostering a climate conducive to such intellectual integrity in the College community. Furthermore, unethical research practices may constitute a breach of the employment contract of the College Faculty or staff members involved in such practices. Consequently, formal procedures have been established by the College for the purpose of investigating and making findings regarding alleged unethical practices. These procedures are not intended to supersede or to establish alternatives to established procedures for resolving other kinds of misconduct, such as fiscal improprieties, the ethical treatment of human or animal subjects, or criminal behavior.

DEFINITION OF UNETHICAL RESEARCH PRACTICES

No list of unethical research practices can be all-inclusive. For purposes of this policy and procedure, the College adopts and refers to the current ethical standards of scholarship of the academic discipline of the particular Faculty or staff member.

Activities constituting unethical research practices include, but are not limited to:

Falsification of data: Dishonesty in reporting results, ranging from sheer fabrication of data, improper reporting of data, gross negligence in collecting or analyzing data, to selective reporting or omission of conflicting data.

Plagiarism: Taking credit for someone else's work and ideas, stealing others' results or methods, copying the writing of others without acknowledgment, or otherwise taking credit falsely.

Abuse of confidentiality: Taking or releasing the ideas or data of others which are given in the expectations of confidentiality: e.g., stealing ideas from submitted grant proposals, award applications, or manuscripts for publication when one is a reviewer for granting agencies or journals.

Dishonesty in presentation and publication: Knowingly presenting material or publishing articles that will mislead listeners or readers: e.g., misrepresenting data (particularly its originality), or adding the names of other authors without permission. Publishing the same material more than once without identification of its prior publication.

Co-authors of publications share responsibility for the published work and should participate in a substantive way in the conception, design, performance, or analysis of the study or the drafting of the manuscript. Co-authors must be willing to take responsibility for the content of the published work and therefore must be certain of the integrity of the data.

Deliberate and serious violation of regulations: Failure to adhere to or to receive the approval required for work under research regulations of federal, state, local or College agencies, including, but not limited to, guidelines for the protection of human subjects or animal subjects, and the use of recombinant DNA, radioactive material, or chemical or biological hazards.

Legal violations: Stealing or destroying the property of others (research papers, supplies, equipment, or products).

Failure to report unethical research practices: Covering up or otherwise failing to report major episodes of misconduct or serious breaches of research ethics.

PROCEDURES FOR INITIAL INQUIRY ("Factfinding") WITH REGARD
TO ALLEGATIONS OF UNETHICAL RESEARCH PRACTICES

Administrative Responsibility: The Dean of the Faculty is the "Misconduct Policy Officer" for Trinity College.

Allegations: An allegation of unethical research practices involving any Faculty or staff member may be communicated, preferably in writing, by any person to the Dean. Alternatively, such allegations may be brought first to the attention of the Faculty member responsible for the individual whose actions are being questioned, such as the research supervisor, the Principal Investigator, or the Department Chair. If the alternative course is followed, the Department Chair should always be notified immediately of the allegation(s), and, if the complaint cannot be handled at the departmental level, the Department Chair shall promptly refer the allegation(s) to the Dean without conducting any inquiry or investigation. The Dean will take the necessary interim actions to protect the agency's funds and insure that the purpose of the financial assistance is carried out. In circumstances where the complaint can be handled at the departmental level, the Department Chair should notify the Dean of the final disposition of the complaint.

Responsibilities of the Dean: Upon receiving the allegation(s), the Dean will seek assistance in its resolution through whatever institutional processes may be appropriate to the particular case, such as referral to the departmental chair as outlined above, the Comptroller, or the appropriate Review Boards. If the Dean determines that the concern is properly addressed through policies and procedures designed to deal with misconduct in research, the inquiry and investigation procedures should be discussed with the individual who has questions about the integrity of a research project. If the individual chooses not to make a formal allegation, but the Dean believes there is sufficient cause to warrant an inquiry, the matter should be pursued; in such a case, there is no "Complainant" for the purposes of this document.

Notification Requirements: Upon initiation of the inquiry, the Dean will notify the Respondent within a reasonable time of the charges and the process that will follow. The identity of the Complainant will be kept confidential during the inquiry phase to the extent permissible by law. The Dean is responsible for disseminating the information to the appropriate individuals in a safe and secure manner and the Respondent is obliged to cooperate by providing material necessary to conduct the inquiry. Lack of cooperation may result in an immediate investigation (see Ad Hoc Investigation Committee).

Preliminary Inquiry Committee: If the Dean determines that the allegation requires investigation, the Dean shall refer the complaint to an ad hoc preliminary inquiry committee, members of which may be chosen from within or outside of the College. In choosing a committee, the Dean shall be careful of conflict of interest, and the parties invited to serve on such a committee should be asked to reveal any relationship to the parties or bias to the matter. (Members of the committee who have an unresolvable conflict in a given case should not be permitted to be involved in any aspect of the committee's

handling of that case.) It is important that the committee have appropriate expertise to assure a sound knowledge base from which to work.

Maintenance of Confidentiality: Strict confidentiality should be maintained diligently throughout the initial inquiry (factfinding) process, and only those persons with a need to be informed shall be told of the allegation(s) and the process underway. No funding agency will be informed until completion of the factfinding phase of the inquiry. The person making the allegation(s), to the extent permitted by law, shall remain anonymous throughout the initial inquiry (factfinding) process to all but the members of the committee and those to whom the allegation was first brought. If the committee determines that further action is required, continued anonymity cannot be guaranteed. If, however, the dean determines that other factors outweigh the need for confidentiality, such as a potential for significant risks to the health and safety of individuals or overriding concerns in dealing with granting agencies, some breaches of strict confidentiality may be necessary. Any breaches of confidentiality should be discussed with all of the parties concerned.

Procedures of the Preliminary Inquiry Committee: The purpose of the committee in conducting the initial inquiry (factfinding) is solely to determine whether reasonable grounds exist for conducting a more detailed investigation of the allegation(s). The committee shall review the allegation(s) and the known facts, and may interview any persons having relevant information, including the person making the allegation(s), the researchers in questions, their supervisors, and those assisting in the research. The Faculty or staff member against whom the allegation is made shall be informed of the allegation and the fact that it has been referred to a committee. The Faculty or staff member against whom the allegations were made shall be permitted counsel.

Findings of the Preliminary Inquiry Committee: The committee shall complete its inquiry within 60 days from the date of its formation and report one of three possible recommendations to the Dean:

- (1) The complaint should be dismissed as the allegation is without grounds or insignificant. If the recommendation is for dismissal of the complaint, the committee must provide justification so as to preclude the premature ending of the investigation.
- (2) The alleged misconduct is not determined to be sufficiently significant to warrant further investigation by this committee and is properly to be referred to another existing College procedure. If the committee recommends that the matter be dealt with in this manner, the Dean will consult with the appropriate Department Chair to determine what alternate procedures are applicable.
- (3) A more detailed investigation is warranted. If the committee concludes that a more thorough investigation is warranted, it shall recommend such an investigation to the Dean.

Regardless of the Committee's conclusions, it shall prepare a report summarizing its findings and conclusions and submit the report and its recommendation to the Dean. The report will state what evidence was reviewed, summarize relevant interviews, and include the conclusions of the inquiry. The individual(s) against whom the allegation was made shall be given a copy of the report of the inquiry. If they comment on that report, their comments may be made part of the record at the individual's discretion. If the inquiry takes more than

60 days to complete, the record of the inquiry shall include documentation of the reasons for exceeding the 60-day period.

Funding Agency Notification: If the results of the initial inquiry support the need for a more detailed investigation, the Office of Scientific Integrity or other granting agency will be immediately informed. The Dean will report in writing to the Director, Office of Scientific Integrity, Public Health Service or other appropriate granting agency, on or before the date the investigation begins. At a minimum, the notification will include the name of the person(s) against whom the allegations have been made, the general nature of the allegation, and the granting agency's application or grant number(s) involved. Information provided through the notification will be held in confidence to the extent permitted by law, will not be disclosed as part of the peer review and Advisory Committee review processes, but may be used by the agency in making decisions about the award or continuation of funding.

The College will notify the Office of Scientific Integrity or other granting agency if it ascertains at any stage of the inquiry or investigation that any of the following conditions exists:

1. There is an immediate health hazard involved;
2. There is an immediate need to protect Federal funds or equipment;
3. There is an immediate need to protect the interests of the person(s) making the allegations or of the individual(s) who is the subject of the allegations as well as his/her co-investigators and associates, if any;
4. It is probable that the alleged incident is going to be reported publicly;
5. There is reasonable indication of possible criminal violation. In that instance the College will inform Office of Scientific Integrity or other granting agency within 24 hours of obtaining the information. The Office of Scientific Integrity will notify the Office of Inspector General.

If the situation requires such immediate action for the reasons specified above, the Dean is authorized to notify the Office of Scientific Integrity or granting agency even prior to referring the complaint to the committee. In such extraordinary circumstances, it is expected that the Dean will solicit the advice of the Department Chair involved and the chair of the preliminary inquiry committee prior to taking action.

If the committee finds that the allegation is not substantiated and does not warrant an investigation, the written report of the committee shall be maintained in confidence by the Dean, and the process shall be deemed completed.

PROCEDURES FOR INVESTIGATION OF ALLEGATION OF UNETHICAL RESEARCH PRACTICES THAT APPEAR SUBSTANTIAL

Administrative Responsibility: An Ad Hoc Investigative Committee will be formed as follows: upon receiving a recommendation for an investigation of alleged unethical research practices, the Dean shall notify the Faculty Conference. The Conference will select nine

individuals from whom five tenured Faculty members will be eventually chosen to serve as an ad hoc committee to conduct a prompt and thorough investigation of the allegation(s) of unethical research practices. The Dean and the Respondent are each allowed to veto two names, in that order, from the list presented by the committee. This committee shall elect a chairperson from its membership. The membership of the ad hoc committee shall consist of Faculty members who have sufficient expertise to analyze the specific research and publications (if any) involved. Other members may include department chairs or other Faculty of uninvolved departments. None of the members of the ad hoc committee shall have any personal responsibility for, or involvement in, the research under investigation. The Director of Faculty Grants shall provide staff support.

Notification of Involved Parties: Upon selection of the members of the Ad Hoc Investigation Committee, the following parties shall be notified that an investigation is being undertaken: all parties concerned, including the researcher(s) in question and the person making the allegation(s), all collaborators or supervisors of the researcher(s) under review, the Principal Investigator for the research, the Department Chair, senior College officials, including the College's legal representative, and the granting agency. All those informed will be reminded of the need to continue to maintain confidentiality during the investigation.

Procedures of the Ad Hoc Investigative Committee: The College's legal representative shall be requested to provide legal counsel to the investigation committee. Legal principles that pertain to the investigation shall be stipulated in advance. The Faculty or staff member(s) against whom the allegation has been made shall be granted all due process rights during the proceedings and will be allowed to be present, accompanied by one person of his or her choice. At the conclusion, records relevant to the investigation shall be sealed. The committee may confer in executive sessions to organize its work and do its report.

The ad hoc Investigative Committee shall conduct a thorough investigation of all relevant facts and circumstances, during which consideration should be given to the review of all research in which the individual under review is involved. The investigation committee should seek to determine whether any unethical research practices, as defined above, have taken place. All collaborators or supervisors whose roles in the alleged unethical research practice(s) are questionable should be advised of the progress of the investigation and be afforded the opportunity to respond to any allegations made against them and to provide additional information.

The Ad Hoc Investigation Committee shall complete its investigation within 120 days from the date of its formation. Confidentiality should be observed whenever possible, unless a request for an open hearing is made by the researcher(s) under review.

Recommendations of the Ad Hoc Investigative Committee: Upon completion of its investigation, the committee will prepare a report to the Dean summarizing its findings. The committee report should reach one of three possible general conclusions: No violations of ethical standards have been committed; problems have been identified that require action; or serious infractions have occurred. The committee may also recommend specific actions regarding research programs or publications.

Finding of No Unethical Practices: If the Dean concurs with the committee findings that no unethical research practices have been committed by the researcher(s) involved, all parties shall then be notified of the committee's conclusions with a particular emphasis on

fully restoring the reputation of the researcher(s) and others under investigation, particularly with the granting agency involved. This effort might include, at the request of the researcher(s) involved, a public statement about the incident designed to make certain that the researcher's professional standing is not diminished. In addition, appropriate action should be taken against any parties whose involvement in leveling unfounded allegations was demonstrated to have been malicious or intentionally dishonest.

Finding of Inappropriate Practices: The committee may find evidence of inappropriate practices or other problems, but deem that these problems are not sufficiently serious to merit further review. If the Dean concurs with this recommendation, the Dean will confer with the researcher(s) and Department Chair(s) involved to determine the most appropriate administrative actions. These actions may include retractions or corrections of publications or return of grant funds. The Dean and/or Department Chair may take whatever other administrative actions are deemed appropriate and within their delegated authorities. A Faculty member who feels that the actions are unfair or otherwise inappropriate may appeal through existing institutional mechanisms.

Finding of Unethical Research Practices: If the committee finds evidence of unethical research practices or other ethical or legal principles, it shall submit its finds and conclusions in a report to the Dean, along with recommendations for appropriate action. The Dean shall then advise the researcher(s) involved of the findings and take appropriate administrative action.

If the alleged unethical research practice is substantiated by a thorough investigation, the following actions will also take place:

1. The granting agency will be notified of the finds of the investigation, and appropriate restitution of grant funds will be made;
2. All pending abstracts and papers emanating from the research found to be unethical will be withdrawn by the author(s) and the editors of journals in which previous abstracts and papers appear will be notified;
3. Institutions and granting agencies with whom the researcher(s) previously had been affiliated will be notified if there is reason to believe that the validity of previous research might be questionable;
4. Consideration will be given, in consultation with legal counsel, for the release of information about the incident to the public press, particular when public funds were used to support the unethical research;
5. Faculty practices, and College policies and procedures, for promoting the ethical conduct of research and investigation of allegations of misconduct will be scrutinized and modified in light of the experience gained;
6. The matter will be referred to the Dean of the Faculty for determination of whether further disciplinary action is appropriate, which action may include but is not limited to referral to the appropriate Faculty committee.

COLLEGE RESPONSIBILITY IN CASE OF RESIGNATION OR TERMINATION

Even if the Respondent leaves the College before the case is resolved, the College has a responsibility to continue the examination of the allegations and reach a conclusion. Further, the College will cooperate with the processes of other institutions to resolve such questions.

RECORDKEEPING REQUIREMENTS FOR THE PUBLIC HEALTH SERVICE

The College will make a submission to the Office of Scientific Inquiry of an annual assurance that will include aggregate information on allegations, inquiries, and investigations as the Secretary of the Public Health Service may prescribe.

ACKNOWLEDGMENT

We wish to thank the University of California at Los Angeles and the University of Connecticut for providing the model policies on which these guidelines were based.

A.7: FINANCIAL DISCLOSURE POLICY FOR ALL SENIOR PERSONNEL CONDUCTING RESEARCH FUNDED BY FEDERAL GRANTS

The federal government requires Trinity College to establish and administer a financial disclosure policy and training program for investigators conducting federally funded research. This requirement is designed to ensure appropriate management of actual or potential conflicts of interest. Trinity College's Financial Disclosure Policy (the "Policy") fulfills the requirements of grantee institutions as set forth in the National Institutes of Health's guidelines (see <http://grants.nih.gov/grants/policy/coi/index.htm>) and the National Science Foundation's conflict of interest policies (see http://www.nsf.gov/pubs/policydocs/pappguide/nsf08_1/aag_4.jsp#IVA).

A. Disclosure of Significant Financial Interests. All personnel responsible for the design, conduct or reporting of research under the terms of a federal grant or contract (each, an "Investigator") are required to disclose to the College's Dean of Faculty or her designee (collectively "DOF"), who will act as a research integrity officer for purposes of this Policy, all "Significant Financial Interests" of the Investigator and/or the Investigator's spouse, partner, and dependent children.

B. Nature of "Significant Financial Interests."

- 1) Definition. A Significant Financial Interest means one or more of the following interests that reasonably appear to be related to the Investigator's institutional responsibilities, including all research, teaching and/or service to the College:
 - a) With regard to any publicly traded entity, a Significant Financial Interest exists if the value of any remuneration received from the entity in the twelve months preceding the disclosure and the value of any equity interest in the entity as of the date of the disclosure, when aggregated, exceed \$5,000. Remuneration includes any salary and any payment for services not otherwise identified as salary (e.g., consulting fees, honoraria, paid authorship); equity interest includes any stock, stock option, or other ownership interest, as determined through reference to public prices or other reasonable measures of fair market value.
 - b) With regard to any non-publicly traded entity, a Significant Financial Interest exists if the value of any remuneration received from the entity in the twelve months preceding the disclosure, when aggregated, exceeds \$5,000, or when the Investigator (or spouse, partner, or dependent children) owns any equity interest in the entity, regardless of dollar value.
 - c) Intellectual property rights and interests (e.g., patents and copyrights) upon receipt of income related to such rights and interests. This does not include any income received from Trinity College for intellectual property rights assigned to the College based on agreements to share in the royalties related to such rights in conformity with the College's Patent and Invention Policy.
 - d) Any reimbursed or sponsored travel related to your institutional responsibilities must also be disclosed, including in connection with instruction, research or

service to Trinity College, with the exception of any travel reimbursed or sponsored by a federal, state or local government agency, an institution of higher education, an academic teaching hospital, a medical center, or a research center affiliated with an institution of higher education. Travel that is reimbursed by Trinity College from a sponsored fund account whose sponsor is an entity that is not one of those exempt entities shall be treated as a Significant Financial Interest. The Investigator must disclose the purpose of the trip, the identity of the sponsor and/or organizer, the destination and its duration. Additional information, including the estimated cost of travel, may be requested by the DOF and must be furnished upon request.

- 2) Exclusions. The term "Significant Financial Interest" does not include: a) salary, royalties, or other remuneration from Trinity College; b) income from investment vehicles such as mutual funds or retirement accounts, as long as the Investigator does not directly control the investment decisions made in these vehicles; c) income from seminars, lectures, or teaching engagements sponsored by government agencies, institutions of higher education, academic teaching hospitals, medical centers, or research institutes affiliated with institutions of higher education; d) income from service on advisory committees or review panels for government agencies, institutions of higher education, academic teaching hospitals, medical centers, or research institutes affiliated with institutions of higher education.

C. Timing of Required Disclosures.

- 1) Investigators must provide all required financial disclosures at the time a proposal is submitted.
- 2) In addition, Investigators must update those financial disclosures:
 - a) Within thirty (30) days of discovering or acquiring (e.g., through purchase, marriage or inheritance) any new Significant Financial Interest; and
 - b) Annually within the period of the grant, beginning with the anniversary date of the original disclosure.
- 3) An Investigator who is new to an existing research project must provide all required financial disclosures before being permitted to participate in the project.

D. Review of Financial Disclosures. The following process shall apply to financial disclosures submitted by Investigators.

- 1) Determination of Financial Conflicts of Interest. Prior to the expenditure of federal research funds, the DOF shall review each disclosed Significant Financial Interest and determine whether it relates to the federally funded research. A Significant Financial Interest is related to federally funded research if the DOF reasonably determines that the interest could be affected by the research or involves an entity whose financial

interest could be affected by the research. If the Significant Financial Interest is so related, the DOF shall determine whether a Financial Conflict of Interest (as defined below) exists and, if so, determine what conditions or restrictions, if any, should be imposed by the College to manage, reduce, or eliminate such conflict of interest. The DOF may, depending on the scope of the potential conflict, request that additional staff or faculty serve on an ad hoc review committee to assist in a timely review. When evaluating FCOIs, the DOF shall use policies and procedures in place at Trinity College for investigating allegations of unethical research practices, as set forth in the *Faculty Manual*.

- 2) "Financial Conflict of Interest." A "Financial Conflict of Interest" exists when the DOF reasonably determines that a Significant Financial Interest could directly and significantly affect the design, conduct, or reporting of federally funded research or educational activities.
- 3) "Management of Financial Conflicts of Interest." If the DOF determines that a Significant Financial Interest constitutes a Financial Conflict of Interest, the DOF will convene a committee consisting of faculty, senior staff and/or outside experts as detailed in the procedures relating to unethical research practices set forth in the *Faculty Manual* (the "COI Committee"). The COI Committee will review the research, the financial interests in question, and the areas of conflict, and devise a plan for the management of the Financial Conflict of Interest (a "Management Plan") with a combination of elements it deems most conducive to the continued objective pursuit of research. The Management Plan may include conditions or restrictions to manage, reduce, or eliminate Financial Conflicts of Interest, which may include (but are not limited to): a) monitoring of research by independent reviewers; b) modification of the research plan; c) disqualification from participation in the portion of the federally funded research that would be affected by the Significant Financial Interest; d) divestiture of Significant Financial Interests; e) severance of relationships that create conflicts; or f) public disclosure of Financial Conflicts of Interest. The Investigator will be consulted as to the implementation of the Management Plan; the Investigator must agree to the plan before the research can proceed. If the COI Committee and the Investigator cannot agree upon a management plan, the relevant regulatory bodies and sponsoring agencies will be notified.

If, during the course of an ongoing project, an Investigator who is new to a research project discloses a Significant Financial Interest, an existing Investigator discloses a new Significant Financial Interest, or an existing Significant Financial Interest is discovered that was not previously identified, the DOF will, within 60 days, review that Significant Financial Interest and determine whether a Financial Conflict of Interest exists. If so, the DOF will implement, on at least an interim basis, a Management Plan that will specify the actions that have been and will be taken to manage the Financial Conflict of Interest.

- 4) "Retrospective Reviews." If a Financial Conflict of Interest is not identified or managed in a timely manner, the College will, within 120 days of its determination of

noncompliance, complete a retrospective review to determine whether any of the research conducted during the period of non-compliance was biased in design, conduct or reporting. The College shall document this review as required by the sponsoring agency and shall update the previously submitted FCOI report to specify additional actions to manage the FCOI going forward. If bias is found, the College shall notify the sponsoring agency promptly and submit a mitigation report that will include the key elements of the retrospective review, a description of the impact of the bias on the research project, and the College's plan of action to eliminate or mitigate the effect of the bias.

5) Reporting of Financial Conflicts of Interest.

- a) *Sponsoring agency.* A Significant Financial Interest that is determined by the DOF to be a Financial Conflict of Interest will be reported to the sponsoring agency in accordance with its requirements prior to the expenditure of federal funds or, if related to an ongoing research project or a new Investigator, within 60 days of identification of the FCOI. Retrospective reviews and Mitigation Reports will also be submitted to the extent required by the sponsoring agency.
- b) *Public request.* To the extent required by the sponsoring agency, information on the nature of a Financial Conflict of Interest will be made available to members of the public by the DOF in response to inquiries specifying the investigator name and the research project in question within 5 business days of receipt of such requests.
- c) *College reporting.* The DOF will also compile regular reports of conflicts and, where appropriate or necessary, a report shall be delivered to the Board of Trustees.

E. **Enforcement.** The College shall establish appropriate mechanisms, in accordance with sponsoring agency requirements, for enforcement of this Policy, which shall provide for sanctions where appropriate.¹ Disciplinary proceedings initiated in connection with this Policy shall be conducted in accordance with the Trinity College *Faculty Manual*, the Trinity College *Employee Manual* or the Student Code of Conduct. All relevant regulatory bodies and sponsoring agencies will be promptly informed of disciplinary sanctions.

F. **Records.** The College shall maintain records of all financial disclosures and of the College's review of and response to such disclosures, whether or not the disclosure

¹ Such sanctions may include, but are not limited to, any one or more of the following: Letter of Admonition; temporary suspension of access to active research funding, either for a fixed term or pending completion of a remediation plan; temporary suspension of rights to apply for internal and external research funding as a PI, either for a fixed term or pending completion of re-training and remediation; investigation and mitigation of possible research bias resulting from improperly disclosed Significant Financial Interests, and reporting of corrective action to the relevant sponsoring agency/ies; inquiry into possible research misconduct in accordance with the College's policies and procedures; non-renewal of appointment, as per the terms and procedures outlined in the *Faculty Manual*; and involuntary termination of employment, as per the terms and procedures outlined in the *Faculty Manual*. This passage shall not be construed to contradict or supersede any disciplinary policies and procedures detailed elsewhere in the *Faculty Manual*.

involved a Financial Conflict of Interest, for at least three years beyond the termination or completion of the grant to which they relate, or until the resolution of any federal action involving those records, whichever is longer.

G. **Training.**

- *Investigators on NIH/PHS-funded projects.* Each Investigator (including senior/key personnel) on projects funded by or proposed to NIH or other Public Health Service (PHS)-affiliated agencies must complete training in the College's Financial Disclosure Policy. For Investigators of NIH grants existing or pending as of December 31, 2012, this training will consist of a mandatory meeting with a representative of the Faculty Grants Office, which meeting will cover institutional policies, Investigator responsibilities under those policies, and the federal regulations that mandate those policies. The College will also require the completion of an online tutorial on FCOI at regular intervals during the life of the grant.
- *New or previously unfunded Investigators.* New and/or previously unfunded Investigators who notify the Office for Faculty Grants of their intent to submit a research proposal to NIH or another PHS-affiliated agency after January 1, 2013 will be required to complete training (and make the disclosures described above) prior to submission of their proposal. This training will consist of a scheduled meeting with an assigned member of Faculty Grants Office staff and completion of an online tutorial.
- *Investigators on **non-NIH/PHS** projects.* For Investigators sponsored by or seeking funding from NSF and/or other federal agencies, as well as any Investigators initiating research sponsored by a private, for-profit entity, the above training activities are optional but strongly recommended.
- *Repeat training.* Group training of active NIH/PHS-funded Investigators, consisting of a mandatory workshop, will be repeated (i) every four years and (ii) on any occasion when the College revises its Financial Conflict of Interest policies and procedures in any manner that affects the requirements of Investigators. Any Investigator who is determined not to be in compliance with this Policy will also be required to immediately undergo repeat training.

H. **Disclosure Statement.** Copies of the College's Financial Disclosure Form are available on the College website, and are distributed by the Office of Faculty Grants together with the College's transmittal form, which must be completed before applying externally. This Disclosure Statement must be completed by all senior personnel who are submitting proposals to a federal funder. The certification page of a proposal cannot be signed until forms for all Investigators are submitted to the DOF. By signing this form the applicant certifies that he/she a) does not have potential Financial Conflicts of Interest (*"I hereby certify that I have read the Financial Disclosure Policy in the Trinity Faculty Manual which is effective for all federal proposals submitted through the College. I certify to the best of my knowledge that neither I nor my spouse, partner, or dependents hold any significant financial interests that would reasonably appear to be related to my research,*

teaching and service responsibilities to Trinity College") or b) does have potential conflicts ("I have the following relationships, affiliations, activities, or interests (financial or otherwise) which constitute potential conflicts under the Trinity College Financial Disclosure Policy"). In either case, the applicant also declares that he/she will notify the DOF of any change or discovery requiring modification of the above statement.

- I. **Subrecipients.** The College is responsible for ensuring that all subrecipients, (e.g., subcontractors or consortium members) comply with applicable federal regulations regarding Financial Conflicts of Interest. To this end, the College shall enter into a written agreement with each subrecipient that shall specify whether this Policy, or the applicable policy of the subrecipient's institution, will apply to subrecipient Investigators. If the subrecipient is to be subject to its own FCOI policy, the subrecipient shall certify as part of the written agreement referenced above that its policy complies with federal regulatory requirements. The written agreement will specify the timing for reporting of FCOIs by subrecipients to Trinity College to enable the timely review and reporting of such FCOIs in compliance with sponsoring agency requirements.

- J. **Certifications.** The College shall provide all certifications required by the sponsoring agency, including that it maintains an up-to-date, written and enforced administrative process to identify and manage financial conflicts of interest, promotes and enforces compliance with requirements pertaining to disclosure of Significant Financial Interests, manages financial conflicts of interest, provide required reports, and agrees to make available promptly upon request information relating to disclosure of financial interests.

(Issued November 2012)

A.8: TYPES AND TERMS OF CONTRACTUAL FACULTY APPOINTMENTS

This document describes the types, conditions of appointment, and professional benefits of term faculty appointments in Trinity College. The Office of the Dean of Faculty has developed this document in consultation with the Appointments and Promotions Committee.

All multi-year term appointments are reported to the A&P committee and are subject to final approval by the Board of Trustees. Letters of appointment to term positions shall specify the terms and conditions of employment, including the length of the appointment, potential renewability of the appointment, and the nature of any review process in the appointment period subsequent to the initial appointment. No appointment for a specific term carries any expectation of extension or renewal and no member of the faculty or administration has the authority to offer any assurance of such extension or renewal except as specifically set forth below.

I. Professorial Appointments

1. Visiting Assistant Professors, Visiting Associate Professors, Visiting Professors:

The Dean of Faculty appoints faculty in these categories (both full-time and part-time), acting on the recommendation of the appropriate department chair, program director, or search committee. Appointees must hold the Ph.D. or other appropriate terminal degree. Normally, visiting faculty appointments are at the rank of assistant professor unless the candidate holds a higher rank at another institution.

Term of Appointment: up to four years, at the discretion of the Dean in consultation with the appropriate department chair, program director, or search committee chair.

Non-Renewable: Initial appointments for terms of fewer than four years may, at the discretion of the Dean, be extended to a maximum appointment total of four years. Each faculty member in this category remains at the level of his/her initial appointment for the term of the appointment.

Review Process: None.

2. Adjunct Professors: The Dean of Faculty appoints as adjunct assistant professors, adjunct associate professors, and adjunct professors, persons who bring unusual teaching and/or research expertise to the College, including individuals who have distinguished themselves primarily in non-academic professions. The Dean typically acts in consultation with the appropriate department chair or program director. Adjunct faculty do not necessarily teach—those who do ordinarily offer only one course at a time.

Term of Appointment: variable; normally not to exceed five years.

Renewable: at the discretion of the Dean.

Review Process: Dean with department or program; A&P not involved.

- 3. Experimental Term Faculty:**¹ Proposals for experimental term positions may be submitted to the Educational Policy Committee by an academic department or program, a combination of two or more departments and/or programs, an *ad hoc* faculty group, the General Education Council, or the Curriculum Committee. The EPC forwards its recommendations to the Dean of Faculty for authorization.

Term or Appointment: four years, but occasionally terms may be as few as three years or as many as five years.

Non-Renewable.

Review Process: None.

- 4. Instructor:** This title shall apply to a faculty member if and only if that faculty member, conditionally hired on the tenure track at the assistant professor level in anticipation of completion of the Ph.D. (or other appropriate terminal degree) requirements, fails to complete those requirements by the start of the appointment period. Instructor appointments are not tenure-track positions.²

Term of Appointment: One year.

Non-renewable: The instructor shall revert to the tenure-track at the assistant professor level if and only if the requirements for the terminal degree are completed no later than the date determined by the Dean of Faculty.

Review Process: None.

- 5. Renewable Professorial Contracts:** There currently are a limited number of renewable term appointments with professorial titles. No new appointments of this type are anticipated.

Renewable: At the discretion of the Dean.

Review Process: A&P Committee.

Promotion: A&P standards and procedures.

The College has a small number of non-tenured named professorships each of which is governed by specific conditions. The A&P Committee approves appointments to these named chairs at the rank of professor, basing its decisions on the recommendations of a search committee and other supporting information presented by the Dean of Faculty.³ Normally, the term of these appointments is for five years. Renewability of these

¹ The Educational Policy Committee and the Curriculum Committee adopted guidelines (February 3, 2000), which include, in Appendix A, detailed provisions governing experimental contract positions.

² For additional details and conditions, consult the Faculty Manual Sec. 11.2.1.a.i. and 11.2.1.b.vi. Also, specific provisions for appointments at the rank of instructor in Physical Education are made in the Faculty Manual Sec. 11.2.3.a.

³In unusual instances where the initial appointment is not at the level of professor, promotion is possible based on the standards, procedures, and recommendation of the A&P Committee.

appointments, if applicable, is subject to both the recommendation of a faculty review committee appointed by the Dean and the recommendation of the A&P committee.

II. Non-Professorial Appointments.

- 1. Graduate Fellows:** The Dean of Faculty appoints graduate fellows, acting on the recommendation of the appropriate department chair or program director.

Term of Appointment: up to three years, at the discretion of the Dean in consultation with the appropriate department chair or program director.

Non-Renewable.

Review Process: None.

- 2. Artist/Writer-in-Residence:** The Dean of Faculty appoints artists in residence, acting on the recommendation of the appropriate department chair, program director, or search committee.

Term of Appointment: Up to five years, at the discretion of the Dean in consultation with the appropriate department chair, program director, or search committee.

Renewable: At most once, for a further term not exceeding two years, at the discretion of the Dean in consultation with the appropriate department chair or program director.⁴

Review Process: Review by the Dean and appropriate department chair or program director.

- 3. Laboratory Coordinator:** The Dean of Faculty appoints laboratory coordinators, acting on the recommendation of the appropriate department chair, program director, or search committee. No laboratory coordinator shall have classroom teaching responsibilities without also receiving appointment as lecturer, senior lecturer, or principal lecturer.

Term of Appointment: Laboratory coordinators one to two years.

Renewable: at the discretion of the Dean in consultation with the appropriate department chair or program director.

Review Process: Review by the Dean and appropriate department chair or program director.

- 4. Lecturer, Senior Lecturer, Principal Lecturer:** The Dean of Faculty appoints lecturers, senior lecturers, and principal lecturers (full-time or part-time), acting on the recommendation of the appropriate department chair, program director, or search committee. Normally, senior and principal lecturers are appointed only by promotion on

⁴ The Artist-in-Residence and Writer-in-Residence positions in the English Department may be renewed.

the basis of a recommendation of a review committee.

Term of Appointment: Lecturers one to two years, senior lecturers three to five years, principal lecturers five years.

Renewable: Upon the recommendation of the department or program director, the Dean of Faculty may renew the appointments of lecturers, senior lecturers, and principal lecturers. Renewal of these appointments is neither automatic nor guaranteed. The following factors will be considered in renewing these appointments.

- i. There must be a demonstrated curricular or programmatic need for the position.
- ii. There must be budget support for the position.
- iii. The candidate's previous evaluations must support the renewal recommendation.

In addition, the following criteria will be used in evaluating lecturers, senior lecturers, and principal lecturers for contract renewal.

- iv. The effectiveness of the candidate in fulfilling the primary responsibilities of the portfolio.
- v. The candidate's record of service to the College during the term of the previous contract appointment.
- vi. The candidate's academic and/or professional contributions outside of the College.

Review Process: Review by the Dean and appropriate department chair or program director. A&P not involved.

Promotion:

- A. Lecturers may be promoted to senior lecturer after completion of six years of continuous full-time service including at least one 2-year term. Senior lecturers may be promoted to principal lecturer after completion of six years of continuous full-time service as senior lecturer.⁵

Promotion to senior and principal lecturers in no way alters or abrogates the terms and conditions of renewal of non-professorial faculty iterated in **Section II. 4** above. Lecturers, senior lecturers, and principal lecturers are appointed only for the stated term of their appointment letter and renewal of these appointments is subject to the conditions of **Section II.4** above.

- B. Criteria for promotion of lecturer to senior lecturer and from senior lecturer to principal lecturer:
 - i. The candidate must have completed a minimum of six years of continuous full-time service to the College at the lower rank.

⁵ Service to Trinity College prior to the adoption of this policy may be counted toward eligibility for promotion.

- ii. The candidate must have achieved full effectiveness in the primary portfolio of responsibility.
- iii. The candidate must present a record of service to the College.
- iv. The candidate must give evidence of significant academic or professional contributions outside of the College.

In applying these criteria for promotion only the work and contributions subsequent to the candidate's previous promotion will be considered.

- C. Eligible candidates or their department chair or program director may request the Dean of Faculty to initiate a promotion review. This request may be submitted during, or any time after, the semester in which the candidate will fulfill the six-year service requirement. The Dean, in consultation with the appropriate department chair or program director, will appoint a promotion review committee. Candidates for promotion will submit a full *curriculum vitae*, additional information or documentation which will facilitate the review, and the names of at least three references.
- D. If the review is favorable, the promotion will become effective 1 July of the academic year following completion of the review. Upon promotion, a one-time adjustment to the salary base of senior lecturers and principal lecturers will be made.⁶

III. Administrative Faculty

Some persons appointed to administrative positions may also carry faculty titles. These appointments and faculty title designations are made by the Dean of Faculty. In all cases, the faculty designation is contingent on, and co-terminal with, the administrative appointment. The Dean determines the faculty title for these positions, but normally administrative faculty members are appointed as lecturers.

Term of Appointment: Variable; normally not to exceed five years.

Renewable: At the discretion of the Dean.

Review process: A&P Committee.

Promotion: Promotion of lecturers and senior lecturers is governed by Section II.4 above. Professorial promotions are governed by A&P standards and procedures.

IV. General Understandings

- 1. Full-time Status:** A contract position of one or more years is determined to be full-time by virtue of a teaching load of at least five full-credit courses per academic year (instruction offered during a summer term does not count toward full-time status),

⁶ This adjustment will be indexed to 40% of the promotional increase for tenured associate professors.

and/or the nature and extent of its administrative portfolio.

- 2. Annual Evaluation:** Faculty other than non-teaching adjunct faculty members are evaluated annually through the submission of the Professional Activities Inventory or another evaluation procedure established by the Dean of Faculty.
- 3. Initial Appointment:** The Dean of Faculty sets budgetary authorization for term positions. This authorization also will indicate if the appointment is terminal. The appointing department or program prepares a position description that identifies the essential responsibilities of the position and the factors on which performance will be assessed. The appointing department or program conducts a search on an appropriate geographical scale and in conformity with College Affirmative Action procedures. The Dean of Faculty makes appointments upon recommendation of the appropriate department chair, program director, or search committee.
- 4. Compensation:** Lecturers who are not remunerated on a per-course basis shall be compensated in the salary range for instructors and assistant professors; senior lecturers who are not remunerated on a per-course basis shall be compensated in the range for assistant and associate professors.
- 5. Qualified Leave of Absence:** A qualified leave of absence (QLOA) is a one semester (two-course) paid leave of absence. A QLOA is not an entitlement, but is awarded to eligible term faculty upon written application filed at least one year prior to the proposed leave. Only full-time renewable term faculty, senior and principal lecturers, and administrative faculty are eligible for a QLOA. Renewable term faculty members apply for a QLOA to the Dean of Faculty. Applications for a QLOA must specify (a) the scholarly/professional project to be conducted during the leave, (b) demonstrate a clear relation of the project to the applicant's primary responsibility to the College, and be supported by a letter of endorsement from the appropriate department chair, program director, or administrative officer. The QLOA will be awarded on the basis of the quality of the project, the likelihood that the project can be completed in the specified time, and the relevance of the project to the applicant's position in the College. Eligible term faculty must complete six years of full-time continuous service before the year of eligibility for a QLOA.

(Issued June 2001; Revised July 2003; February 2006; September 2006; July 2012)

A.9: TRINITY COLLEGE PATENT AND INVENTION POLICY

Approved by the Board of Trustees on February 25, 1997. This policy is effective as to all inventions/discoveries made on or after February 25, 1997.

A. Introduction: The mission of Trinity College is to advance knowledge. Trinity recognizes that the various activities of its Faculty, students, and staff may produce patents and inventions. For the purpose of this policy, an "invention" shall mean any design, concept, technique, discovery, or improvement, whether or not patentable. The invention can be the result of research activities, or work, or study. The Trinity College Patent and Invention Policy is designed to make inventions developed in the course of College research or operations available to the public on a reasonable and effective basis and, at the same time, to protect the rights of the College and to provide adequate recognition to the inventors.

B. Applicability: This policy applies to inventions by Faculty, staff, or any other person performing research or engaging in work or study at the College, where such inventions are created or discovered: (1) within the course of, or relating to, their employment; (2) with the use of College resources or facilities; or (3) with the support of external sources (e.g. grants) obtained while employed at the College. Title to all such inventions will belong to Trinity College. The College makes no claim to inventions by College employees unrelated to the activities for which the individual is employed and which have not involved the use of College resources or facilities.

An invention made by a student will be deemed made under College auspices and therefore the property of the College pursuant to the Patent Policy if it is made by a student (1) in connection with work in a course in which the student is enrolled or which the student is auditing, or (2) in connection with Faculty-supervised independent work, or (3) in the course of the student's College employment, or (4) in the course of other work using College facilities or resources. Royalties from the College's licensing of any invention made by a student will be shared with the student on the same basis that royalties are shared with Faculty inventors.

C. Procedures: Any person who discovers an invention covered by this policy shall promptly disclose that invention by completing an invention disclosure form (attached) and submitting it to the Office of Faculty Grants.

Within 30 days of receipt of the invention disclosure form, the Director of Faculty Grants will convene a meeting of an ad hoc Committee on Patent and Invention, consisting of the Treasurer, Dean of the Faculty and Chairperson(s)/ Director(s) of the department(s)/program(s) of the Faculty member(s), staff, or student(s) submitting the invention disclosure forms and other chairs as the College deems appropriate.

The responsibilities of the ad hoc Committee on Patent and Invention shall be:

- a. to determine whether to proceed with evaluation of an invention;
- b. to determine the means of evaluation for patentability (internal or external evaluation);
- c. to review evaluation results and determine a course of action.

If the Committee decides to pursue a patent, it may recommend that the College alone, or

with the assistance of an external organization, make applications for letters patent. The College will retain title to all such patent applications and resulting patents.

If the Committee concludes that it does not wish, and has no legal obligation, to recommend College participation in the patenting or licensing of an invention, the College will release to the inventor the College's interest in the invention within ten working days of the decision, and the inventor shall then be free to dispose of the invention.

If it secures a patent, the College will seek to enter into appropriate licensing or other arrangements with third parties to commercialize the invention.

D. Income-Sharing Arrangements: After the recovery of costs related to the patent and commercialization process, including without limitation any royalties that are paid to an external organization, the net royalties¹ will be divided as follows:

50% to the inventor(s) and 50% to the College. In each of the first three years in which royalties are received, the College will allocate one-fifth of its share (i.e., 10% of net royalties) to the department(s)/programs(s) of the inventor(s)². These funds may be used for equipment purchases, research and instructional activities, and other purposes approved by the Dean of the Faculty, but they may not be used to create or support Faculty positions.

The inventor(s) shall agree to assist the College in the prosecution of the patent application. In the event of multiple inventors, these individuals will be expected to agree among themselves on the fractional distribution of the "inventor" share of any royalties. The individuals involved shall sign a written form (available from the Office of Faculty Grants) specifying the fractional distribution of the inventors' share. It will be deposited for the record in the Office of Faculty Grants.

E. Dispute Resolution: In the event of any dispute arising under this policy, including, without limitation, the ownership of an invention or the allocation of the inventors' share of royalties, the ad hoc Committee on Patent and Invention shall arrange for arbitration of the dispute in the following manner:

Unless the disputing parties concur in the appointment of a single arbitrator, the matter in dispute shall be referred to a panel of arbitrators: one to be appointed by each disputing party, and an additional arbitrator to be appointed by the arbitrators selected by the disputing parties. If within a month after the Committee provides notification of arbitration a disputing party shall not have appointed his or her arbitrator, then such arbitrator shall be appointed by the American Arbitration Association. The arbitrator(s) shall determine the place or places where meetings are to be held. The decision of a majority of the arbitrators shall be final and binding on all of the parties. Judgment on the arbitration award may be entered in any court having jurisdiction thereof. Any fees charged by the arbitrators shall be shared equally by the disputing parties.

¹ As used in this policy, "royalties" shall mean all amounts received from the exploitation of an invention, whether or not such amounts are designated as royalties and regardless of the form of such payments. Royalties shall include amounts received from the sale of a patent or invention.

² In the event of student inventor(s), this allocation to a department shall go to the department or program whose laboratory or other facility was used by the inventor(s). If there is necessity for an administrative decision in this matter, it shall be made by the *ad hoc* Committee on Patent and Invention.

The foregoing notwithstanding, in the event of a dispute which involves only students, the Committee shall hear the positions of the disputing students and render a decision, which shall be final and binding on all of the students.

F. Revocation or Amendment: This patent policy is subject to revocation or amendment by the College. In case of doubt as to the interpretation of this patent policy, a definitive interpretation will be provided by the President after receiving the advice of the ad hoc Committee on Patent and Invention.

Invention Disclosure Form (Required Format)

I. Basic Information About the Invention

Please provide name or title for your invention and a brief description. Inventions include such innovations as the development or improvement of new processes, products, apparatus, compositions of matter, organic or inorganic organisms, and software which may be patentable. Use additional sheets and attach descriptive materials to expand answers to questions as needed. (*Sketches, drawing, photos, reports and manuscripts will be helpful.*)

A. Invention Name or Title:

B. Description:

C. What are the immediate and/or future applications of the invention/innovation?

D. Why is the invention/innovation better -- more advantageous -- than present technology? What are its novel and unusual features? What problems does it solve?

E. Is work on the invention continuing? Are there limitations to be overcome or other tasks to be completed prior to practical application? Are there any test data?

F. Have products, apparatus or compositions, etc., actually been made and tested?

II. Publications, Public Use and Sale

Note: valid patent protection depends on accurate answers to the following items:

A. Has invention been disclosed in an abstract, paper, talk, news story or thesis?

Type of disclosure:

Disclosure date:

(*Please enclose a copy.*)

B. Is a publication or other disclosure planned in the next six months?

Type of disclosure:

Date:

(*Please enclose drafts, abstracts, preprints.*)

C. Has there been any public use or sale of products embodying the invention?

(Please describe, giving date.)

D. Are you aware of related developments by others? If possible, attach copies of any relevant patents or publications.

III. Sponsorship

If the research that led to the invention was sponsored, please fill in the details and attach a copy of the contract or agreement if possible.

A. Government agency:
Grant no:

B. Name of industry, university, foundation or other sponsor.

C. Has the invention been disclosed to industry representatives? If "yes," please provide details, including the names and addresses of companies and their representatives.

IV. Inventors' Data and Signatures

A. Names and titles of inventors:
(Please list names, provide signatures and date signed.)

B. Contact for more information:
(Please provide name, phone number and e-mail address.)

C. Mailing address(es) for inventor(s):
(Please provide addresses and e-mail addresses for each party.)

A.10: TRINITY COLLEGE POLICY ON CONSULTING CONTRACTS AND THE USE OF TRINITY TRADEMARKS

Faculty who enter into private consulting contracts or other agreements for professional services that are not within the scope of their employment at Trinity College do so as individuals. (Any such contract entered into for services that are not within the scope of a faculty member's employment and without the express written approval by the Dean of the Faculty is deemed an individual arrangement.) All information provided for such contracts and agreements must pertain specifically to the faculty member. In particular, the use of Trinity College's name and employer identification number on such contracts or agreements is not permitted, and, unless approved by the Dean, Trinity College will provide no services, such as accounting or billing, for the contract. Further, only those persons authorized by the Trustees of Trinity College to sign contracts on behalf of the College may do so.

All contracts and amendments to contracts to be administered by the College must be submitted for approval by the Dean prior to execution by an authorized person. Work on the contract must be completed within the stated performance period and in accordance with the terms and conditions stated in the agreement. Subcontractors must process financial transactions and provide documentation required for financial reporting in accordance with the policies and procedures of the College.

The use of the name, seal, logo, or other trademarks of Trinity College and/or other intellectual property of Trinity College without the express written permission of the Dean of Faculty is prohibited. This applies particularly to private commercial arrangements where the use of such trademarks and/or intellectual property could be construed as an endorsement by the College or that the College has granted a license for its use.

APPENDIX B. POLICY STATEMENTS

B.1: POLICY STATEMENT ON ACADEMIC FREEDOM

The *1940 Statement of Principles on Academic Freedom and Tenure* of the American Association of University Professors is a satisfactory expression of the College's position on academic freedom. The College's own statement on academic tenure and related policies, adapted from the A.A.U.P. guidelines, is contained in "The Amended 1969 Statement on Faculty Appointments, Reappointments, Promotions, and Tenure" printed in this *Manual*. The relevant portions of the 1940 A.A.U.P. *Statement* are:

Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student in learning. It carries with it duties correlative with rights.

Tenure is a means to certain ends: specifically, (1) freedom of teaching and research and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

Academic freedom:

The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his/her other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

The teacher is entitled to freedom in the classroom in discussing his/her subject, but should be careful not to introduce into his/her teaching controversial matter that has no relation to the subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment¹.

The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he/she speaks or writes as a citizen, he/she should be free from institutional censorship or discipline, but his/her special position in the community imposes special obligations. As a person of learning and an educational officer, he/she should remember that the public may judge his/her profession and institution by his/her utterances. Hence he/she should at all times be accurate, should exercise

¹ "Ordinances or By-Laws shall not make the religious tenets of any person a condition of admission to any privilege in the said College and no President or Professor or other officer shall be made ineligible for or by any religious tenet that he/she may profess, or be compelled, by any By-Law or otherwise, to subscribe to any religious test whatsoever." Article VII, *The Charter of Trinity College*.

appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he/she is not an institutional spokesperson.

Louis Joughin (ed.), *Academic Freedom and Tenure* (Madison: The University of Wisconsin Press, 1967), pp. 34-36

B.2: AFFIRMATIVE ACTION AT TRINITY COLLEGE

Trinity College is an independent, coeducational, nonsectarian, primarily residential liberal arts college committed to the principles of non-discrimination and of affirmative action. Trinity has a special obligation to act fairly in the hiring, appointment and advancement of the members of its Faculty, administration, and staff. In carrying out these obligations, Trinity offers solid evidence to its public, and more importantly, to its own personnel and students that fairness and reason, of utmost importance in scholarship and teaching, are equally relevant to judgments about the qualifications of people in its community.

Trinity College is committed to being an academic community free of discrimination and prejudice and, to this end, will abide by all applicable Federal, State and local laws pertaining to non-discrimination and fair employment practices. Trinity College is committed to providing equal opportunity to all Faculty, administration and staff in its employment and personnel practices, and to policies and practices which will assure that there will be no discrimination against any individual on the grounds of age, race, color, religion, sex, sexual orientation, handicap or national origin. Decisions relative to appointment, employment and promotion will be made on the basis of individual qualifications and merit. The College is committed to building a representative and diverse Faculty, staff, and administration and student body and will undertake positive efforts to ensure that this end is achieved.

The College recognizes that the principle of non-discrimination requires the elimination of all existing discriminatory conditions, whether purposeful or inadvertent. The College must carefully and systematically examine all of its appointment and employment policies to be sure that they do not operate to the detriment of any persons on grounds of age, race, color, religion, sex, sexual orientation, handicap or national origin. The criteria for employment in or appointment to positions at Trinity College must not in effect or intent exhibit discrimination on any of the grounds mentioned above. Because this policy is to be applied throughout the College, it is the obligation of all members of the Trinity community to implement it.

Closely related to the principles governing its practices affecting those who seek or have appointment or employment at Trinity College is our conviction that the quality of education gained at the College is enhanced by the appointment of Faculty and the hiring of administrators and staff who represent not only diverse disciplines but also various religious, racial, ethnic and cultural backgrounds. We believe, in short, that heterogeneity is educationally valuable. Therefore, in addition to the principle of non-discrimination, Trinity College is committed to the principle of affirmative action that requires that it do more than ensure neutrality with regard to members of certain groups as specified by the Department of Labor. The College must make additional efforts to recruit, employ and promote qualified members of groups formerly excluded and presently under-utilized, even if that exclusion or under-utilization cannot be traced to particular discriminatory actions on the part of the College. The principle of Affirmative Action shall be given weight in the review process by departments, programs, special review committees, the Appointments and Promotions Committee, and the Appointments and Promotions Appeals Board (if relevant) in two ways: (1) dimensions of assessment peculiar to a minority or female candidate, such as service on search committees, student advising, student recruitment activities, and appropriate public relations activities must not be neglected; (2) the candidate's scholarly activities, particularly when these are in new or non-traditional fields, must receive a fair and unbiased review.

Trinity College does not presently hold federal contracts requiring it to submit a written affirmative action plan. The College is persuaded, however, that the absence of such a requirement does not lessen the importance of affirmative action as a policy and goal. The College has, therefore, developed a program in writing which is designed to assist this institution in fully meeting both the requirements and intent of federal, state, and local laws. Accordingly, the Affirmative Action Program, as provided in this document, establishes policy, defines procedures, and assigns responsibilities for ensuring equality of opportunity and promoting aggressive efforts to recruit and employ qualified persons of certain minority groups at Trinity College.

Trinity College is committed to the principle of non-discrimination in education as well as in employment.

It is imperative that every member of the Trinity College community.- Faculty, chairpersons, administrators, staff and student - take positive and constructive action to ensure that the College's commitment to affirmative action is as binding and effective as its commitment to non-discrimination.

(Passed November 16, 1982; revised May 5, 1987; revised February 8, 2005)

B.3: NON-DISCRIMINATION AT TRINITY COLLEGE

Trinity College is committed to a policy of non-discrimination in education. "Trinity College does not discriminate on the basis of age, race, color, religion, sex, sexual orientation, handicap or national or ethnic origin in the administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other College-administered programs." (*Trinity College Student Handbook*)

The Faculty endorses the College's policy and disassociates itself from any actions that violate the College policy.

(Passed April 10, 1984)

B.4: STATEMENT ON GOVERNMENT OF COLLEGES AND UNIVERSITIES

American Association of University Professors
American Council on Education
Association of Governing Boards of Universities and Colleges

Statement on
GOVERNMENT OF COLLEGES AND UNIVERSITIES
(Endorsed by the Faculty as a Working Statement
of Principle on October 14, 1969)

Editorial Note: The Statement which follows is directed to governing board members, administrators, Faculty members, students, and other persons in the belief that the colleges and universities of the United States have reached a stage calling for appropriately shared responsibility and cooperative action among the components of the academic institution. The Statement is intended to foster constructive joint thought and action, both within the institutional structure and in protection of its integrity against improper intrusions.

It is not intended that the Statement serve as a blueprint for government on a specific campus or as a manual for the regulation of controversy among the components of an academic institution, although it is to be hoped that the principles asserted will lead to the correction of existing weaknesses and assist in the establishment of sound structure and procedures. The Statement does not attempt to cover relations with those outside agencies which increasingly are controlling the resources and influencing the patterns of education in our institutions of higher learning; e.g., the United States Government, the state legislatures, state commissions, interstate associations or compacts and other interinstitutional arrangements. However it is hoped that the Statement will be helpful to these agencies in their consideration of educational materials.

Students are referred to in this Statement as an institutional component coordinate in importance with trustees, administrators, and Faculty. There is, however, no main section on students. The omission has two causes: (1) the changes now occurring in the status of American students have plainly outdistanced the analysis by the educational community, and an attempt to define the situation without thorough study might prove unfair to student interests, and (2) students do not in fact presently have a significant voice in the government of colleges and universities; it would be unseemly to obscure, by superficial equality of length of statement, what may be a serious lag entitled to separate and full confrontation. The concern for student status felt by the organizations issuing this Statement is embodied in a note "On Student Status" intended to stimulate the educational community to turn its attention to an important need.

This Statement, in preparation since 1964, is jointly formulated by the American Association of University Professors, the American Council on Education, and the Association of Governing Boards of Universities and Colleges. On October 12, 1966, the Board of Directors of the ACE took action by which the Council "recognizes the Statement as a significant step forward in the clarification of the respective roles of governing boards, faculties, and administrations," and "commends it to the institutions which are members of the Council." On October 29, 1966, the Council of the AAUP approved the Statement, recommended approval by the Fifty-third Annual Meeting in April, 1967¹, and recognized that "continuing

¹ The Annual Meeting approved the Statement.

joint effort is desirable, in view of the areas left open in the jointly formulated Statement, and the dynamic changes occurring in higher education." On November 18, 1966, the Executive Committee of the AGB took action by which that organization also "recognizes the Statement as a significant step forward in the clarification on the respective roles of governing boards, faculties and administrations," and "commends it to the governing boards which are members of the Association."

I. Introduction

This Statement is a call to mutual understanding regarding the government of colleges and universities. Understanding, based on community of interest, and producing joint effort, is essential for at least three reasons. First, the academic institution, public or private, often has become less autonomous; buildings, research, and student tuition are supported by funds over which the college or university exercises a diminishing control. Legislative and executive governmental authority, at all levels, plays a part in the making of important decisions in academic policy. If these voices and forces are to be successfully heard and integrated, the academic institution must be in a position to meet them with its own generally unified view. Second, regard for the welfare of the institution remains important despite the mobility and interchange of scholars. Third, a college or university in which all the components are aware of the interdependence, of the usefulness of communication among themselves, and of the force of joint action will enjoy increased capacity to solve educational problems.

II. The Academic Institution: Joint Effort

A. Preliminary Considerations

The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among governing board, administration, Faculty, students, and others. The relationship calls for adequate communication among these components, and full opportunity for appropriate joint planning and effort.

Joint effort in an academic institution will take a variety of forms appropriate to the kinds of situations encountered. In some instances, an initial exploration or recommendation will be made by the president with consideration by the Faculty at a later stage; in other instances, a first and essentially definitive recommendation will be made by the Faculty, subject to the endorsement of the president and the governing board. In still others, a substantive contribution can be made when student leaders are responsibly involved in the process. Although the variety of such approaches may be wide, at least two general conclusions regarding joint effort seem clearly warranted: (1) important areas of action involve at one time or another the initiating capacity and decision-making participation of all the institutional components, and (2) differences in the weight of each voice, from one point to the next, should be determined by reference to the responsibility of each component for the particular matter at hand, as developed hereinafter.

B. Determination of General Educational Policy

The general educational policy, i.e., the objectives of an institution and the nature, range, and pace of its efforts, is shaped by the institutional charter or by law, by tradition and historical development, by the present needs of the community of the institution, and by the

professional aspirations and standards of those directly involved in its work. Every board will wish to go beyond its formal trustee obligation to conserve the accomplishment of the past and to engage seriously with the future; every Faculty will seek to conduct an operation worthy of scholarly standards of learning; every administrative officer will strive to meet his charge and to attain the goals of the institution. The interests of all are coordinate and related, and unilateral effort can lead to confusion or conflict. Essential to a solution is a reasonably explicit statement on general educational policy. Operating responsibility and authority, and procedures for continuing review, should be clearly defined in official regulations.

When an educational goal has been established, it becomes the responsibility primarily of the Faculty to determine appropriate curriculum and procedures of student instruction.

Special considerations may require particular accommodations: (1) a publicly supported institution may be regulated by statutory provisions, and (2) a church-controlled institution may be limited by its charter or bylaws. When such external requirements influence course content and manner of instruction or research, they impair the educational effectiveness of the institution.

C. Internal Operations of the Institution

The framing and execution of long-range plans, one of the most important aspects of institutional responsibility, should be a central and continuing concern in the academic community.

Effective planning demands that the broadest possible exchange of information and opinion should be the rule for communication among the components of a college or university. The channels of communication should be established and maintained by joint endeavor. Distinction should be observed between the institutional system of communication and the system of responsibility for the making of decisions.

A second area calling for joint effort in internal operations is that of decisions regarding existing or prospective physical resources. The board, president, and Faculty should all seek agreement on basic decisions regarding buildings and other facilities to be used in the educational work of the institution.

A third area is budgeting. The allocation of resources among competing demands is central in the formal responsibility of the governing board, in the administrative authority of the president, and in the educational function of the Faculty. Each component should therefore have a voice in the determination of short- and long-range priorities, and each should receive appropriate analyses of past budgetary experience, reports on current budgets and expenditures, and short- and long-range budgetary projections. The function of each component in budgetary matters should be understood by all; the allocation of authority will determine the flow of information and the scope of participation in decisions.

Joint effort of a most critical kind must be taken when an institution chooses a new president. The selection of a chief administrative officer should follow upon cooperative search by the governing board and the Faculty, taking into consideration the opinions of others who are appropriately interested. The president should be equally qualified to serve both as the executive officer of the governing board and as the chief academic officer of the

institution and the Faculty. His dual role requires that he be able to interpret to board and Faculty the educational views and concepts of institutional government of the other. He should have the confidence of the board and the Faculty.

The selection of academic deans and other chief academic officers should be the responsibility of the president with the advice of and in consultation with the appropriate Faculty.

Determinations of Faculty status, normally based on the recommendations of the Faculty groups involved, are discussed in Part V of this Statement; but it should here be noted that the building of a strong Faculty requires careful joint effort in such actions as staff selection and promotion and the granting of tenure. Joint action should also govern dismissals; the applicable principles and procedures in these matters are well established².

D. External Relations of the Institution

Anyone--a member of the governing board, the president or other member of the administration, a member of the Faculty, or a member of the student body or the alumni--affects the institution when he speaks of it in public. An individual who speaks unofficially should so indicate. An official spokesman for the institution, the board, the administration, the Faculty, or the student body should be guided by established policy.

It should be noted that only the board speaks legally for the whole institution, although it may delegate responsibility to an agent.

The right of a board member, an administrative officer, a Faculty member, or a student to speak on general educational questions or about the administration and operations of his own institution is a part of his right as a citizen and should not be abridged by the institution³. There exist, of course, legal bounds relating to defamation of character, and there are questions of propriety.

III. The Academic Institution: The Governing Board

The governing board has a special obligation to assure that the history of the college or university shall serve as a prelude and inspiration to the future. The board helps relate the institution to its chief community: e.g., the community college to serve the educational needs of a defined population area or group, the church-controlled college to be cognizant of the announced position of its denomination, and the comprehensive university to discharge the many duties and to accept the appropriate new challenges which are its concern at the several levels of higher education.

² See the 1940 *Statement of Principles on Academic Freedom and Tenure* and the 1958 *Statement on Procedural Standards in Faculty Dismissal Proceedings*. These statements have been jointly approved or adopted by the Association of American Colleges and the American Association of University Professors; the 1940 Statement has been endorsed by numerous learned and scientific societies and educational associations.

³ With respect to Faculty members, the 1940 *Statement of Principles on Academic Freedom and Tenure* reads: "The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinion of others, and should make every effort to indicate that he is not an institutional spokesman."

The governing board of an institution of higher education in the United States operates, with few exceptions, as the final institutional authority. Private institutions are established by charters; public institutions are established by constitutional or statutory provisions. In private institutions the board is frequently self-perpetuating; in public colleges and universities the present membership of a board may be asked to suggest candidates for appointment. As a whole and individually when the governing board confronts the problem of succession, serious attention should be given to obtaining properly qualified persons. Where public law calls for election of governing board members, means should be found to insure the nomination of fully suited persons, and the electorate should be informed of the relevant criteria for board membership.

Since the membership of the board may embrace both individual and collective competence of recognized weight, its advice or help may be sought through established channels by other components of the academic community. The governing board of an institution of higher education, while maintaining a general overview, entrusts the conduct of administration to the administrative officers, the president and the deans, and the conduct of teaching and research to the Faculty. The board should undertake appropriate self-limitation.

One of the governing board's important tasks is to insure the publication of codified statements that define the over-all policies and procedures of the institution under its jurisdiction.

The board plays a central role in relating the likely needs of the future to predictable resources; it has the responsibility for husbanding the endowment; it is responsible for obtaining needed capital and operating funds; and in the broadest sense of the term it should pay attention to personnel policy. In order to fulfill these duties, the board should be aided by, and may insist upon, the development of long-range planning by the administration and the Faculty.

When ignorance or ill will threatens the institution or any part of it, the governing board must be available for support. In grave crises it will be expected to serve as a champion. Although the action to be taken by it will usually be on behalf of the president, the Faculty, or the student body, the board should make clear that the protection it offers to an individual or a group is, in fact, a fundamental defense of the vested interests of society in the educational institution⁴.

IV. The Academic Institution: The President

The president, as the chief executive officer of an institution of higher education, is measured largely by his capacity for institutional leadership. He shares responsibility for the definition and attainment of goals, for administrative action, and for operating the communications system which links the components of the academic community. He

⁴ The American Association of University Professors, recognizing the growth of autonomous state-wide bodies superordinate to existing Boards of Trustees, regards the objectives and practices recommended in the 1966 *Statement* as constituting equally appropriate guidelines for such bodies. As newer, and more influential components of the academic community, they bear particular responsibility for protecting the autonomy of individual institutions under their jurisdiction and for implementing policies of shared responsibility as outlined in Section II when they displace functions of institutional governing boards. (Adopted by the AAUP Council in May, 1972.)

represents his institution to its many publics. His leadership role is supported by delegated authority from the board and Faculty.

As the chief planning officer of an institution, the president has a special obligation to innovate and initiate. The degree to which a president can envision new horizons for his institution, and can persuade others to see them and to work toward them, will often constitute the chief measure of his administration.

The president must at times, with or without support, infuse new life into a department; relatedly, he may at times be required, working within the concept of tenure, to solve problems of obsolescence. The president will necessarily utilize the judgments of the Faculty, but in the interest of academic standards he may also seek outside evaluations by scholars of acknowledged competence.

It is the duty of the president to see to it that the standards and procedures in operational use within the college or university conform to the policy established by the governing board and to the standards of sound academic practice. It is also incumbent on the president to insure that Faculty views, including dissenting views, are presented to the board in those areas and on those issues where responsibilities are shared. Similarly the Faculty should be informed of the views of the board and the administration on like issues.

The president is largely responsible for the maintenance of existing institutional resources; he has ultimate managerial responsibility for a large area of nonacademic activities, he is responsible for public understanding, and by the nature of his office is the chief spokesman of his institution. In these and other areas his work is to plan, to organize, to direct, and to represent. The presidential function should receive the general support of board and Faculty.

V. The Academic Institution: The Faculty

The Faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, Faculty status, and those aspects of student life, which relate to the educational process. On these matters the power of review or final decision lodged in the governing board or delegated by it to the president should be exercised adversely only in exceptional circumstances, and for reasons communicated to the Faculty. It is desirable that the Faculty should, following such communication, have opportunity for further consideration and further transmittal of its views to the president or board. Budgets, manpower limitations, the time element, and the policies of other groups, bodies and agencies having jurisdiction over the institution may set limits to realization of Faculty advice.

The Faculty sets the requirements for the degrees offered in course, determines when the requirements have been met, and authorizes the president and board to grant the degrees thus achieved.

Faculty status and related matters are primarily a Faculty responsibility; this area includes appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal. The primary responsibility of the Faculty for such matters is based upon the fact that its judgment is central to general educational policy. Furthermore, scholars in a particular field or activity have the chief competence for judging the work of

their colleagues; in such competence it is implicit that responsibility exists for both adverse and favorable judgments. Likewise there is the more general competence of experienced Faculty personnel committees having a broader charge. Determinations in these matters should first be by Faculty action through established procedures, reviewed by the chief academic officers with the concurrence of the board. The governing board and president should, on questions of Faculty status, as in other matters where the Faculty has primary responsibility, concur with the Faculty judgment except in rare instances and for compelling reasons which should be stated in detail.

The Faculty should actively participate in the determination of policies and procedures governing salary increases.

The chairman or head of a department, who serves as the chief representative of his department within an institution, should be selected either by departmental election or by appointment following consultation with members of the department and of related departments; appointments should normally be in conformity with department members' judgment. The chairman or department head should not have tenure in his office; his tenure as a Faculty member is a matter of separate right. He should serve for a stated term but without prejudice to re-election or to reappointment by procedures which involve appropriate Faculty consultation. Board, administration, and Faculty should all bear in mind that the department chairman has a special obligation to build a department strong in scholarship and teaching capacity.

Agencies for Faculty participation in the government of the college or university should be established at each level where Faculty responsibility is present. An agency should exist for the presentation of the views of the whole Faculty. The structure and procedures for Faculty participation should be designed, approved, and established by joint action of the components of the institution. Faculty representatives should be selected by the Faculty according to procedures determined by the Faculty.

The agencies may consist of meetings of all Faculty members of a department, school, college, division, or university system, or may take the form of Faculty-elected executive committees in departments and schools and a Faculty-elected senate or council for larger divisions or the institution as a whole.

Among the means of communications among the Faculty, administration, and governing board now in use are: (1) circulation of memoranda and reports by board committees, the administration, and Faculty committees, (2) joint *ad hoc* committees, (3) standing liaison committees, (4) membership of Faculty members on administrative bodies, and (5) membership of Faculty members on governing boards. Whatever the channels of communication, they should be clearly understood and observed.

On Student Status

When students in American colleges and universities desire to participate responsibly in the government of the institution they attend, their wish should be recognized as a claim to opportunity both for educational experience and for involvement in the affairs of their college or university. Ways should be found to permit significant student participation within the limits of attainable effectiveness. The obstacles to such participation are large and should not be minimized: inexperience, untested capacity, a transitory status which means that present action does not carry with it subsequent responsibility, and the inescapable fact

that the other components of the institution are in a position of judgment over the students. It is important to recognize that student needs are strongly related to educational experience, both formal and informal. Students expect, and have a right to expect, that the educational process will be structured, that they will be stimulated by it to become independent adults, and that they will have effectively transmitted to them the cultural heritage of the larger society. If institutional support is to have its fullest possible meaning it should incorporate the strength, freshness of view, and idealism of the student body.

The respect of students for their college or university can be enhanced if they are given at least these opportunities: (1) to be listened to in the classroom without fear of institutional reprisal for the substance of their views, (2) freedom to discuss questions of institutional policy and operation, (3) the right to academic due process when charged with serious violations of institutional regulations, and (4) the same right to hear speakers of their own choice as is enjoyed by other components of the institution.

B.5: STATEMENT ON PROFESSIONAL ETHICS

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

As teachers, professors encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Professors demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Professors make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between professor and student. They acknowledge significant academic or scholarly assistance from them. They protect their academic freedom. They avoid any exploitation, harassment, or discriminatory treatment of students.

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

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

As members of their community, professors have the rights and obligations of other citizens. Professors measure the urgency of these obligations in the light of their responsibilities to their subject, to their students, to their profession, and to their institution. When they speak or act as private persons they avoid creating the impression of speaking or acting for their college or university. As citizens engaged in a profession that depends upon freedom for its health and integrity, professors have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom. (*Passed December 8, 1992*)

B.6: POLICY STATEMENT ON SEXUAL HARASSMENT OF STUDENTS BY FACULTY

Consistent with its commitment to professional responsibility in education, Trinity College affirms and upholds a policy which:

- (i) rejects the abuse of power through sexual harassment of students by Faculty, and
- (ii) discourages amorous relationships between Faculty members and students, and forbids them when the Faculty member has responsibility for the student through teaching, advising, departmental, committee, or other professional obligations.

PRINCIPLES:

- 1) Professional responsibility: the Faculty is responsible for creating an environment in which learning can take place, an environment which includes freedom from invidious discrimination based on gender.
- 2) Academic Freedom of students: both sexual harassment of students by Faculty and amorous relationships between students and Faculty can infringe students' rights to arrange their course schedules and to choose academic advisors in a way that best serves their academic goals, to decide freely upon majors, and otherwise to make uninhibited use of the College's educational resources.
- 3) Conflict of interest: romantic or amorous relationships between Faculty and students, even when apparently consensual, tend to distort the objectivity necessary to maintain professionalism and to fulfill the educational mission of the College.
- 4) Abuse of power: by virtue of their professional roles within the College Faculty members exercise significant power over students including the ability to determine grades and academic advancement, interactions of praise and criticism, the issuing of formal evaluations, advising, and provision of recommendations for future education or employment. When Faculty members (subtly or overtly) inject sexual pressure into the Faculty-student relationship, they abuse that power.

POLICIES:

Sexual harassment of students is prohibited and subject to institutional sanctions. Sexual harassment is defined as non-consensual sexual advances, requests for sexual favors, or other sexually related verbal or physical conduct, on or off campus when:

submission to such conduct is made a condition, explicit or implicit, of an individual's education or employment; or

submission to or rejection of such conduct is used as a factor in or basis for decisions affecting an individual's education or employment; or

such conduct has the purpose or effect of unreasonably interfering with an individual's education or employment by creating an intimidating, hostile, or offensive educational, living, or work

Amorous relationships between Faculty and students are improper when the Faculty member has responsibility for a student through teaching, advising, departmental or committee obligations. Because of the fundamentally asymmetric nature of such relationships, Faculty members are held responsible and are personally liable to formal action.

As a general rule, the College discourages amorous relationships between Faculty and students even outside the context described in item B above, for such relationships may also lead to conflicts of interest, abuse of power, and infringement of student academic freedom. In any case, Faculty members must understand that, even in the context of an apparently consensual relationship, they could be at risk of formal action by the College as well as personal legal liability if a complaint is brought against them by a student. Consent of the student may not be sufficient to shield a Faculty member from institutional and/or legal action.

PROCEDURES

Anyone who believes him- or herself to have been sexually harassed by a Faculty member is encouraged to consult informally with someone about the matter or to make a complaint to the Dean of Faculty. The person one may consult informally may be a friend, a Residential Assistant, another Faculty member, the Faculty Ombudsman, or an officer of the College, among others. With respect to sexual harassment the following offices may be particularly helpful: the Women's Center, the Dean of Students Office, the Chaplain, and the Counseling Center. All informal communications will be oral, usually one-on-one, no records will be kept, and no action may be taken at this level with respect to confronting or disciplining the Faculty member.

The procedures for making a complaint against a Faculty member are published in Appendix A.4 of the *Faculty Manual*. No actions concerning a Faculty member's behavior which could be construed to affect his or her status at the College should be taken outside of the procedures of Appendix A.4.

(Passed May 4, 1993; Amended May 5, 1998)

B.7: TEACHING

Since Faculty are expected to devote their full time to the College, they may undertake no regular outside employment without permission of the Dean of the Faculty. (*Passed April 30, 1974*)

No Trinity faculty member may be tenured full-time at two institutions for more than 12 consecutive months unless explicitly approved by both Trinity's Dean of Faculty and the department or program. If a faculty member, having or receiving tenure elsewhere, does not resign that second tenure within the twelve month period, this will be considered by Trinity to be a resignation of that faculty member's position at Trinity. (*Passed May 5, 2009*)

During each semester, beginning in the Spring Term of 1975, there shall be a student evaluation of each course offered. The form of the questionnaire is left to the discretion of each department. The results from the student evaluation of each course shall be forwarded to the individual and the chair of the department. (*Passed November 12, 1974*)

Teaching Load

The regular teaching load for all full time Faculty members consists of 10 courses every two years, i.e., four regular academic terms in succession. The starting date for all the biennia in a department shall be September 1 of the academic year. New Faculty will begin the biennium on September 1 of the academic year in which they are hired. Normally, the phasing of a biennium with the calendar will not change. No more than three courses may be taught each term; exceptions may occur only when unusual circumstances, e.g., unanticipated enrollments necessitate the formation of extra sections or laboratories; such exceptions are to be determined by the department chair or program director in consultation with the Dean of the Faculty and the Faculty member concerned. Such consultation and determination of exceptions shall take place within the context of guidelines established by the Faculty of the department concerned. In these cases, the best interests of the department and the College must be taken into account.

The following rules define the standard course:

I. Classes without laboratories:

- A. All classes regularly scheduled for 150 minutes/week for the entire semester count as 1.0 course. Some classes meet for longer class times because of the nature of the work, [e.g., Math. 100], many dance classes or choir [Music 103, 104]; each such class will also count as 1.0 course.
- B. Classes regularly scheduled for 75 minutes/week for the entire semester count as 0.5 course.
- C. Classes regularly scheduled for 150 minutes/week for half the semester calendar count as 0.5 course.
- D. Classes regularly scheduled for 300 minutes/week for the entire semester, when the additional meeting time is due to intensive work such as completing a year's work in

- a single semester, e.g., double-credit language classes, count as 2.0 courses.
- E. Directing a major production in the performing arts, e.g., Theatre and Dance or Music, counts as 1.0 course.
 - F. Classes in Studio Arts regularly scheduled for 180 minutes/week for the entire semester calendar count as 1.0 course.
 - G. Physical Education classes scheduled for about 100 minutes/week for half a semester count as 0.25 course; in addition, acting as head coach for an entire season for one intercollegiate team, when such duties include recruiting, supervising daily practice and games, scouting and athletic counseling, counts as 1.5 courses; acting as assistant coach for an entire season for one intercollegiate team counts as 0.75 course.
- II. Classes with laboratories or practica. When laboratories or practica are attached to a lecture section and bear the same number as that section followed by "L," then:
- A. All lectures scheduled for 150 minutes/week for the entire semester count as 1.0 course.
 - B. Laboratories count as 1.0 course if
 1. the single laboratory section enrolls all of the students from the lecture required or electing to be enrolled in the laboratory, or
 2. there is more than one laboratory attached to a single lecture, and the number of students enrolled in each laboratory is 24 or greater.
 - C. Otherwise each laboratory counts as 0.5 course, except that in consideration of safety or important pedagogical values, the department chair and/or program director, in consultation with the Dean of the Faculty and the individual Faculty member, may decide to allow laboratory sections to count as 1.0 course each. Such consultation and determination of equivalencies shall take place within the context of guidelines established by the Faculty of the department concerned. In these cases, the best interests of the department and the College must be taken into account.
 - D. Each practicum [e.g., Engin. 115] counts as 0.25 course.
- III. As compensation for their administrative duties, in accordance with the size of the department or program and the associated administrative workload, department chairs and program directors will normally teach one or two fewer courses than the standard teaching load, as determined by the Dean of Faculty. The Dean of Faculty may, in rare circumstances, replace or supplement course releases with a stipend. The Dean of Faculty will make the complete schedule of compensation public annually. The administrative duties of the Secretary of the Faculty normally count as the equivalent of one course each semester. (*Revised May 7, 2013*)
- IV. In any biennium in which a Faculty member takes a one semester sabbatical leave, the

Faculty member will teach the equivalent of at least seven courses in the remainder of the biennium. In any biennium in which a Faculty member takes a one semester quadrennial leave, or other leave of absence, the Faculty member will teach the equivalent of at least eight courses in the remainder of the biennium; in any biennium in which a Faculty member takes two terms off (quadrennial leave and/or leave of absence), the Faculty member will teach the equivalent of at least six courses in the remainder of the biennium.

Exceptions:

1. A faculty member who combines a one-semester quadrennial or junior faculty leave with a leave of absence fully or partially funded by a non-Trinity grant or fellowship will teach the equivalent of at least five courses in the remainder of the biennium.
2. A Faculty member who elects to extend either a quadrennial leave or junior faculty leave over a full year and elects to teach only five courses in the designated biennium, may request that 40% of the contract salary be pro-rated over the year of leave.

(Revised May 4, 2004)

- V. Teaching done on an optional, individual basis, and not regularly scheduled, e.g., independent studies, senior thesis, honors thesis, internships, will not normally count as part of the 10 courses/two years.
- VI. In the event that special considerations lead to requests for an exception to the preceding rules for calculating a Faculty member's teaching load, it is the responsibility of the department chair or program director in consultation with the Dean of the Faculty and the Faculty member concerned to decide whether or not an exception will be permitted and to determine equivalencies between teaching assignments and courses. Such consultation and determination of equivalencies shall take place within the context of guidelines established by the Faculty of the department concerned. Examples of special considerations include the need for special laboratories or studios, an especially heavy load of individual study projects, unusually large enrollments, recurring small enrollments and exceptional ease or difficulty in preparation or teaching of a course. In these cases, the best interests of the department and the College must be taken into account.

(Passed April 30, 1974; Revised November 13, 1984; Revised June, 2002)

B.8: THE GRADING SYSTEM

1. Every instructor shall turn in a letter grade on a scale of A+, A, A-, B+, B, B-, C+, C, C-, D+, D, D-, or F for every student registered in every class at the time designated at the end of each semester.

Each matriculated student will be permitted to designate during his/her academic career one course each semester to a maximum of four courses, not required by his/her major or General Education Distribution Requirement as "Pass/Low Pass/Fail" courses. **Traditional undergraduate students may not elect the Pass/Low Pass/Fail Option for summer courses.** Courses mandated "Pass/ Fail," e.g., student-taught courses and open semesters, will not count toward the four course maximum. Any student on Academic Probation shall not be permitted to elect a course "Pass/Low Pass/Fail" during the next semester of enrollment after the Probation is incurred. (*Amended April 6, 1999*)

A student wishing to take a course Pass/Low Pass/Fail will make that designation by the end of the Add/Drop Period and will receive from the Registrar a receipt of the designation. No course may be designated Pass/Low Pass/Fail after the end of the Add Drop Period. A student may change from the Pass/Low Pass/Fail option to a letter grade by filling out a form at the Registrar's Office prior to the close of the last day of classes of the semester in which the course is taken. No change may be made after that day.

Students whose names appear on the final class list but who have failed to appear or respond to requests to appear must be considered members of that course and graded accordingly, provided that the instructor has checked with the Registrar to ascertain the student's enrollment. In the event that a grade is not reported, the grade of "NGR" (No Grade Received) will be recorded, which will convert to "F" 15 days from the last day of exams. (*Amended December 6, 1994*)

2. The designation "Incomplete" may be recorded on a student's record for a course when the following circumstances are met and the following procedures are used.

- (a) A subcommittee of the Academic Affairs Committee composed of the Chairperson of the Academic Affairs Committee, an elected Faculty member of the Academic Affairs Committee, and the Dean of Students shall be empowered to issue INCOMPLETEs. By majority vote, the subcommittee may permit the temporary notation of "INC" to be recorded for a course by the Registrar on a student's permanent transcript.
- (b) To receive an INCOMPLETE a student must request it in writing through the Dean of Students. The request must state the reasons which prevented the completion of the work and the reasons must be verifiable. If a student is incapacitated, the Dean of Students may submit the request to the subcommittee for the student.
- (c) Upon receipt of a request for an INCOMPLETE, the Dean of Students will verify the reasons for the INCOMPLETE and consult with the instructor. The subcommittee shall not grant an INCOMPLETE prior to consultation with the instructor and the student's academic advisor.
- (d) The subcommittee will grant an INCOMPLETE only when the student was unable to complete the course work for a verified wholly unusual or unforeseen difficulty of the

magnitude of serious illness or death in the immediate family or for a sound educational reason. Too much work at the end of a semester shall not constitute grounds for assignment of INCOMPLETE, nor shall simple failure to fulfill final course work such as final examinations or papers. In such cases, the instructor will issue a grade on the basis of work completed with appropriate penalty for missing work.

- (e) The conditions which must be fulfilled in order to remove the INCOMPLETE will be determined by the instructor. The time when the conditions must be fulfilled in order to remove the INCOMPLETE will be set by the subcommittee in consultation with the instructor and the student. The subcommittee will formalize for both, in writing, the conditions to be fulfilled and the date for their fulfillment in order for the Registrar to remove the INCOMPLETE and for the instructor to assign a letter grade. If the student fails to meet the conditions for removing the INCOMPLETE by the date specified, the instructor will issue a grade which reflects the performance of the student including an appropriate penalty (usually an "F" for the missing work) for the uncompleted work.
- (f) In very unusual cases, such as serious, prolonged illness, the designation of INCOMPLETE may be allowed to stand permanently without removal.
- (g) Each semester the Academic Affairs Committee will review the INCOMPLETEs granted in the previous term, the reasons for granting them, and the deadlines set for their removal. This review will be for the purpose of establishing and reviewing guidelines for the subcommittee that grants Incompletes to use in its deliberations.

3. A student's grade in a course may be changed by the course instructor. Grade changes shall be based on the grounds of computational or judgmental error, or by circumstances beyond the control of the instructor or the student.

Judgmental errors involve changing one's judgment of a student's performance on a paper, in-class participation or on any aspect of a student's activity in a course which would affect the student's grade and which depends solely on the instructor's judgment.

Computation errors involve errors of arithmetic on exams or on calculating an average or any arithmetic errors which caused an instructor to calculate a quantitative measure of a student's work incorrectly.

Circumstances beyond the control of the instructor and student must rest upon the instructor's judgment that "control" was clearly absent for either the instructor or the student. Examples of this category are the loss or delay of a paper sent to an instructor in the mail, or the scrambling or loss of text in a paper due to a problem in word processing machinery.

The instructor shall forward a request for a grade change to the Academic Affairs Committee through the Registrar's Office on a form provided by that Office. The Registrar will process the requests and report them to the Academic Affairs Committee.

Once each semester the Committee will report to the Faculty the Grade changes for that semester and the names of the students and instructors involved. The report shall be for the information of the Faculty, not for a vote.

(Passed April 21, 1987)

4. The designation "Withdrawal" shall be used if a student withdraws from a course after the last day of the Add/Drop Period up to and including the Friday of the fourth full week of classes, except in Physical Education, wherein a course must be dropped by the Friday of the fourth full week of the quarter. Students claiming extenuating circumstances may petition the Academic Affairs Committee for permission to withdraw from a course after the withdrawal deadline. *(Amended May 6, 1997)*

The preceding four regulations shall be (1) printed in the *Faculty Manual* and (2) reprinted each year and included by the Registrar with the requested grades at the end of each term. It shall be the special responsibility of the department chair to discuss these points with each new department member early in the term.

(Passed May 17, 1983)

B.9: DISCIPLINARY PROCEDURES AND DISMISSAL OF A FACULTY MEMBER WITH TENURE OR PRIOR TO THE EXPIRATION OF HIS/HER APPOINTMENT

The Faculty will publish an appendix to the *Faculty Manual* entitled "Procedures for Adjudicating Complaints Against Faculty Members" (see Appendix A.4) which will define the manner in which investigations of complaints against Faculty members for alleged violations of their professional obligations will be conducted. The procedures shall provide for both informal and formal processes for adjudication of complaints. The procedures may be amended by the Faculty Conference at any time. The Conference shall review the procedures at the request of any member of the Faculty, but the Dean of Faculty will routinely review all cases in order to bring suggestions to the Conference for procedural amendment if necessary. Anyone who requests a change must provide the Conference with the reasons for the requested changes. Changed procedures must be disseminated to the Faculty and included in the *Faculty Manual* before they may be used in a specific case, and the procedures may not be changed in a case currently being heard. At least every three years the Faculty Conference will consult with the Dean of Faculty to review the adequacy of the procedures. At the beginning of each semester the Faculty Conference will appoint a pool of tenured Faculty members from which persons will be chosen to carry out the duties of adjudication of complaints according to the procedures then in place.

The College may dismiss a Faculty member with tenure or prior to the expiration of his/her appointment only for adequate cause. Adequate cause will be directly and substantially related to the fitness of the Faculty member in his/her professional academic capacity, which includes responsible conduct toward all members of the College community, or to conditions of financial exigency or to the discontinuance of a program or department of instruction. Such dismissal will not be used to restrain the Faculty member in the exercise of academic freedom or other rights of American citizens as guaranteed by the Constitution of the United States.

In the case of a Faculty member's incapacity to meet professional obligations for medical reasons, the procedures to establish total disability as provided under Faculty benefits will be followed. If, however, the incapacitated Faculty member is unable or refuses to avail himself/herself of this benefit, the College may dismiss him/her with one year's salary in lieu of notice.

With respect to responsible conduct, it is noted that harassment of employees is an unfair labor practice under Connecticut state law and that sexual harassment of students is an illegal form of sexual discrimination under Title IX of the 1972 Education Amendments. Title IX applies to any program or activity receiving federal funds and protects anyone in a subordinate position, whether student or employee. These laws and regulations apply to all Trinity College employees including Faculty members.

In cases of financial exigency or the discontinuance of a program or department of instruction, the issues will be reviewed by the appropriate elected Faculty committee, with ultimate review of all controverted issues by the Board of Trustees. If the Faculty member is to be dismissed, the College will give at least one year's notice or, in lieu thereof, at least one year's severance salary.

All other cases will follow the *Procedures for Adjudicating Complaints Against Faculty* (Appendix A.4). In cases in which suspension or dismissal is recommended there will be a hearing before the appropriate elected Faculty committee. That committee's hearing

procedures shall include at least the following procedural safeguards. The Faculty member will be informed in writing of the charges against him/her at least twenty days before the hearing. The committee, in consultation with the President and the Faculty member, will decide whether the hearing will be public or private. The Faculty member will have the opportunity to be heard in his/her own defense and will be permitted to have an advisor of his/her own choice who may act as counsel. A full stenographic record of the completed hearing will be made available, if requested, to all parties concerned. In appropriate cases, the testimony will include that of qualified teachers and scholars from the College or other institutions of higher learning. The hearing is not an appeal of the finding of facts of the case previously adjudicated; its only focus is whether the findings presented to it constitute adequate cause for the recommended suspension or dismissal. After completing its hearing, the committee will decide whether adequate cause for dismissal has been established and so inform the Board of Trustees. The Board of Trustees will then act upon the record and the decision of the committee. If the Board of Trustees does not sustain the committee's decision, the committee will have the opportunity to reconsider, taking into account the Board's objections. The Board of Trustees will make a final decision only after a study of the committee's reconsideration.

(Effective date: September 1, 1969; from The Amended 1969 Statement on Appointments, Reappointments, Promotions and Tenure, Faculty Manual, 8th edition, 1988, Section 12.4, pp. 30-31. Amended May 2, 1995.)

B.10: STATEMENT ON THE RELATIONSHIP OF TENURE AND DISCIPLINARY ACTION AT TRINITY COLLEGE

The Faculty of Trinity College believes that the safeguarding of tenure is of crucial importance to good governance and the protection of academic freedom. In particular, it is essential that neither the awarding nor the withholding of tenure be involved in any manner with disciplinary action. In May, 1992 the Executive Committee of the Board of Trustees "suspended" the award of tenure to a member of the Faculty accused of an illegal act. At its meeting of January 19, 1996 the Board of Trustees voted unanimously to endorse *verbatim* the following principles and positions:

Tenure and discipline are separate matters.

The action of the Executive Committee in "suspending" tenure in response to the particular circumstances that occurred in May, 1992 should not be regarded as a precedent for mixing tenure and discipline.

The *Faculty Manual* details procedures for discipline, which are the same for tenured and non-tenured members of the Faculty.

The Faculty also endorses these three principles and positions.

(Passed March 12, 1996)

B.11: STATEMENT ON THE STAFFING OF FIRST-YEAR SEMINARS

In order to ensure adequate and equitable staffing of First-Year Seminars, each academic department, and each program that offers a major, shall annually allocate a minimum of 6%* of its teaching units to the First-Year Program as seminars, with every such department and program offering at least one seminar every year. Departments and programs offering courses to first-year students in one or more of the special programs (Interdisciplinary Science, Guided Studies, InterArts, and Cities) may count these courses toward meeting their allocation.

* The 6% allocation will typically be sufficient to staff first-year seminars. However, should circumstances arise under which this allocation percentage would not yield the number of seminars necessary to keep their average size around 12, a slightly higher allocation number would be used (between 6% and 7%). These circumstances might include a larger than anticipated first-year class, an unusually large number of faculty leaves or other released-time activities that would reduce the total of teaching units across the curriculum, or a smaller than anticipated number of students going into the special programs.

(Passed December 5, 2000)

**APPENDIX C. THE CHARTER, STATUTES AND STANDING RULES
OF THE BOARD OF TRUSTEES OF TRINITY COLLEGE**

C.1: CHARTER OF THE TRUSTEES OF TRINITY COLLEGE

Whereas sundry inhabitants of this State, of the denomination of Christians called The Protestant Episcopal Church, have represented, by their petition addressed to the General Assembly, that great advantages would accrue to the State, as well as to the general interests of literature and science, by establishing within the State another Collegiate Institution; therefore,

I. Resolved by this Assembly: That Thomas C. Brownell, Harry Crosswell, Elijah Boardman, Samuel W. Johnson, Birdsey G. Noble, Samuel Merwin, Nathaniel S. Wheaton, Elisha Cushman, Charles Sigourney, Thomas Macdonough, Richard Adams, David Watkinson, Ebenezer Young, Jonathan Starr, Jr., Nathan Smith, John Thompson Peters, Asa Chapman, Elias Perkins, John S. Peters, and Luther Loomis, and their successors be, and the same hereby are, constituted a body politic and corporate forever, by the name of "The Trustees of Trinity College," and by that name shall and may have continual succession hereafter and shall be able in law to sue and be sued, implead and be impleaded, answer and be answered unto, defend and be defended, in all courts and places whatsoever, and may have a common seal, and may change and alter the same at their pleasure; and also shall be able in law to take by purchase, gift, grant, devise, or in any other manner, and to hold any real and personal estate whatsoever; *Provided always*, That they and their successors shall have power to give, grant, bargain, sell, convey, or otherwise dispose of, all or any part of the said real and personal estate, as to them shall seem best for the interest of said College.

II. Resolved, That the said Trustees and their successors shall forever hereafter have full power and authority to direct and manage the Funds for the benefit of the College, and also to prescribe and direct the course of study, and the discipline to be observed in the said College; and also to select and appoint a President of the said College, and such Professor or Professors, Tutor or Tutors, to assist the President in the Government and education of the Students belonging to the said College, and such other officer or officers as to the said Trustees shall seem meet, all of whom shall hold their office during the pleasure of the Trustees; *Provided always*, That no President may be dismissed by the Trustees (whether for cause or without), absent the concurrence of at least two-thirds of the whole number of Trustees; and *Provided further*, That no Professor, Tutor, or officer (other than the President) shall be eligible to serve as a Trustee.

III. Resolved, That at least one-third of the whole number of Trustees, lawfully convened as hereinafter directed, shall be a quorum for the dispatch of all business except for the disposal of real estate, or for the choice of a President, or for the election of Trustees, for which purposes there shall be at least a majority of the whole number of Trustees.

IV. Resolved, That the President of the College shall always be, ex officio, but with vote, a member of the Board of Trustees; and that other officers of the Board shall be elected by the Trustees, to hold office during their pleasure.

V. Resolved, That the said Trustees shall have power to meet from time to time upon their own adjournment, and so often as they shall be summoned by their Chair or President,

or, in his or her absence, by the Senior Trustee, whose seniority shall be accounted according to the order in which the said Trustees are named in this act and shall be elected hereafter; *Provided always*, That the said Chair, or President, or the Senior Trustee, shall summon a meeting of the College, when required thereto in writing, by one-third or more of the whole number of Trustees; and *Provided also*, That he or she cause notice of the time and place of said meeting to be given in such manner as the Trustees shall in their by-laws prescribe.

VI. Resolved, That the said Trustees and their successors shall have power and authority to grant all such literary Honors and Degrees as are usually granted by any University, College, or Seminary of learning in this State, or in the United States; and in testimony of such grant, to give suitable Diplomas, under their seal and the signatures of the President and Chair or Vice Chair of the Board, which Diplomas shall entitle the possessors respectively to all the immunities and privileges which, either by usage or by statute, are allowed to possessors of similar Diplomas from any other University, College, or Seminary of learning.

VII. Resolved, That the said Trustees and their successors shall have full power and authority to make all Statutes and Standing Rules which to them shall seem expedient for carrying into effect the designs of the College; *Provided always*, That such Statutes or Standing Rules shall not make the religious tenets of any person a condition of admission to any privilege in the said College, and that no President, Professor, or other officer shall be made ineligible for or by reason of any religious tenet that he or she may profess, or be compelled, by the Statutes or Standing Rules to subscribe to any religious test whatsoever; and *Provided also*, That none of the Standing Rules as aforesaid shall be inconsistent with the Constitution and Laws of the State, or with the Constitution and Laws of the United States.

VIII. Resolved, That the Funds which may at any time belong to the College now incorporated, shall enjoy the like exemptions from taxation, and the College itself, and its officers, shall enjoy the same privileges and exemptions, as have already been granted, or may hereafter be granted to Yale College, its officers, and its Funds.

IX. Resolved, That whenever Funds shall be contributed or secured to the said College, to the amount of Thirty Thousand Dollars, and not before, the Trustees may proceed to organize and establish the said College in such town in this State as they shall judge most expedient.

X. Resolved, Resolved, That the following provisions shall govern the Board of Trustees of the College, as may be supplemented by the provisions set forth in the Standing Rules and the Statutes.

Section 1. The activities, property and affairs of the College shall be managed by a Board of Trustees composed of that number of Trustees as set forth in the Standing Rules of the College.

Section 2. The present persons who have been elected to serve as Trustees shall be Trustees of the College, together with such other persons who may be elected from time to time as set forth in the Standing Rules of the College. The President of the College, while in office, shall be a Trustee, without limitation, and with full voting privileges.

Section 3. Trustees Emeriti may be elected by the Board of Trustees in accordance with such provisions as may be prescribed by the Trustees. Such Trustees Emeriti shall serve without voting privileges. The number of such Trustees Emeriti shall be at the discretion of the Trustees, and shall not be counted in the membership limitations of the Board as set forth in the Standing Rules of the College.

Section 4. The Board of Trustees may establish, and at its pleasure alter, rules and regulations as to the manner in which votes for the election of Trustees shall be cast, and such rules and regulations shall be set forth in the Standing Rules or the Statutes of the College, and such other rules and regulations as the Board of Trustees may deem necessary to carry into execution the provisions of this resolution shall also be contained therein.

XI. Resolved, That no Trustee of the College shall be personally liable to the College for monetary damages for breach of duty as a Trustee in an amount that exceeds the compensation, if any, received by the Trustee for serving the College during the year of the violation if such breach did not (a) involve a knowing and culpable violation of law by the Trustee, (b) enable the Trustee or an associate to receive an improper personal economic gain, (c) show a lack of good faith and a conscious disregard for the duty of the Trustee to the College under circumstances in which the Trustee was aware that his or her conduct created an unjustifiable risk of serious injury to the College, or (d) constitute a sustained and unexcused pattern of inattention that amounted to an abdication of the Trustee's duty to the College.

XII. Resolved, That the College shall, to the fullest extent permitted by law, indemnify the Trustees for liability (including any obligation to pay a judgment, settlement, penalty, fine or excise tax, or reasonable expenses incurred with respect to any proceeding) to any person for any action taken, or any failure to take any action, as a Trustee, except liability that (a) involved a knowing and culpable violation of law by the Trustee, (b) enabled the Trustee or an associate to receive an improper personal economic gain, (c) showed a lack of good faith and conscious disregard for the duty of the Trustee to the College under circumstances in which the Trustee was aware that his or her conduct or omission created an unjustifiable risk of serious injury to the College, or (d) constituted a sustained and unexcused pattern of inattention that amounted to an abdication of the Trustee's duty to the College.

XIII. Resolved, That any lawful repeal or modification of Article XI or Article XII or the adoption of any provision inconsistent herewith by the Board of Trustees of the College shall not, with respect to a person who is or was a Trustee, adversely affect any limitation of liability, right or protection of such person existing at or prior to the effective date of such repeal, modification or adoption of a provision inconsistent herewith.

XIV. Resolved, That this Charter of the College may be amended by a resolution adopted by not less than two-thirds of the whole number of Trustees, provided that the Charter shall not be amended to permit the College to engage in any activity that would be inconsistent with its status as an organization that enjoys exemption from taxation, as described in Article VIII. Any notice of a meeting of the Board of Trustees at which this Charter is proposed to be amended shall include notice of such proposed action.

XV. Resolved, That any provisions of Standing Rules or the Statutes of the College inconsistent with the foregoing resolutions shall be suspended for such time as said resolutions remain in effect.

The amendments and restatement set forth above were duly approved by the Board of Trustees of the Corporation on May 19, 2012 in the manner required by sections 33-1140 through 33-1147, inclusive, of the Act and by the Charter (Certificate of Incorporation), and member approval was not required.

This amended and restated Charter (Certificate of Incorporation) consolidates all amendments into a single document.

This amended and restated Charter (Certificate of Incorporation) of the Corporation shall become effective upon filing.

C.2: STATUTES OF TRINITY COLLEGE 1972

TITLE I Of The Corporation

Section 1. The Board of Trustees is, by the Charter of the College, the supreme governing power.

TITLE II Of The Faculty

Section 1. The President and those Professors and other officers who are permanently engaged in the instruction and oversight of undergraduate and graduate students, the Dean of the Faculty and Librarian, constitute the College Faculty, to whom is committed the government of the students.

Section 2. The Board of Trustees may appoint, from time to time, a person who, in the absence of the President, shall, for all the ordinary purposes of government, act as President. The Faculty may delegate authority to committees of their own number appointed by themselves.

Section 3. A Secretary shall be appointed by the Faculty, who shall keep a correct record of their proceedings, subject at all times to the inspection of the Board of Trustees.

Section 4. The Faculty may make rules and by-laws for their own guidance and the administration of matters committed to their charge: provided such rules and by-laws do not conflict with the Charter or Statutes.

TITLE III Of The Association Of The Alumni

Section 1. The Association of the Alumni consists of all matriculated members of the College who are no longer in College, all recipients of honorary degrees, and all members of the Faculty under contract to the College.

Section 2. The Association has power to make laws and choose officers for its own government; and according to said laws to assemble from time to time, to consult and advise for the benefit of the College, and to exercise such other powers and privileges as are specially ceded by the Trustees.

Section 3. The Association has the right of nominating candidates for admission *ad eundem gradum*.

TITLE IV Of The Fellows

Section 1. The Fellows of Trinity College shall be appointed by the President, with the approval of the Board of Trustees, to serve as visiting advisors on administrative and academic matters. Each Fellow shall continue in office for three years from the time of

appointment and may be appointed for a second term.

Section 2. The Fellows shall be known, collectively, as the Board of Fellows and shall meet at least annually.

TITLE V Of The Academic Year

Section 1. The Academic Year shall be divided into two terms of approximately equal length, named respectively Fall Term and Spring Term with the opening and closing days as well as the other significant dates set by the Trustees.

TITLE VI Of Admission

Section 1. Candidates for admission shall present testimonials of good moral character, and if from other colleges shall also present certificates of honorable dismissal. Candidates must be at least fifteen years of age, and shall satisfy the prescribed requirements for admission.

Section 2. Students who do not propose to pursue all the studies of any of the regular courses, may be permitted, under the name of Special Students, to recite with any class in such studies as they shall be found qualified to pursue. They shall be subject to the rules, and, upon honorable dismissal, shall be entitled to a certificate from the President, stating the time they were members of the College, and the studies pursued during that time.

TITLE VII Of Matriculation

Section 1. Matriculation shall consist in signing, in the presence of the President and two or more Professors, or his appointee the following promise:

"I promise to observe the Statutes of Trinity College; to obey all its Rules and Regulations, to discharge faithfully all scholastic duties imposed upon me; and to maintain and defend all the rights, privileges, and immunities of the College according to my station and degree in the same."

Section 2. The time of matriculation shall be fixed by the President in consultation with the Secretary of the Faculty.

TITLE VIII Of The Course Of Studies

Section 1. The studies shall be arranged in the following courses:

(1.) A course in Arts including such studies as shall be prescribed. Persons recommended by the Faculty as having completed this course, and having fulfilled the other prescribed requirements, will be granted the degree of Bachelor of Arts.

(2.) A course in Science including such studies as shall be prescribed. Persons recommended by the Faculty as having completed this course, and having fulfilled the other prescribed requirements, will be granted the degree of Bachelor of Science.

TITLE IX Of Collegiate Exercises

Section 1. Every student shall perform such collegiate exercises as shall be assigned him.

TITLE X Of Rooms and Boarding Places

Section 1. No student not residing with his parent or guardian may lodge in any building not owned or controlled by the College, without permission of the Dean. Such permission may be given upon such conditions and for such time, not exceeding one year, unless the permission is renewed, as the Dean may deem advisable.

Section 2. Rooms in the college buildings shall be assigned to the students under the supervision of the officer designated by the President. No student shall remove from one room to another without such officer's permission.

Section 3. Every student shall be responsible for all damage done to his room during his occupancy. He shall also be accountable for all improper conduct of any kind occurring in his room.

Section 4. Advance notice normally will be given when College authorities seek access to a student room to determine compliance with regulations and rules of the College. When, in the opinion of College authorities, danger to life, safety, health, or property is reasonably anticipated, College authorities may enter and examine student rooms without giving notice to the occupant(s) in advance.

Section 5. The students shall board only in such places as are approved by the Dean.

Section 6. Residence within the walls is not allowed during vacation, unless by permission of the Dean.

TITLE XI Of Discipline

Section 1. The Faculty shall keep a record of the progress in study, and general conduct of the students.

Section 2. The students shall be ranked in the several classes according to their progress in study.

Section 3. The punishments of the College shall be admonition, censure, restriction, suspension, dismissal, and expulsion, together with fines and extra work.

Section 4. When a student is suspended he is required to leave the College and vicinity at such time as the President may designate; and a failure to do so shall be considered a ground of additional disciplinary action.

TITLE XII Of Examinations

Section 1. At the close of the Fall Term there may be examinations upon the studies of that term, in whole or in part, and at the close of the Spring Term there shall be examinations, in whole or in part, upon the studies of that term, or upon the studies, at the discretion of the Faculty, of the whole Academic Year.

TITLE XIII Of Commencement

Section 1. The exercises of Commencement shall be assigned by the President, and shall be attended by the students in conformity with such arrangement as may be prescribed.

TITLE XIV Of Academic Degrees

Section 1. Matriculated students who are certified by the Faculty as having met all academic requirements and who have satisfied all financial obligations to the College, may be admitted by the Trustees to the degree of Bachelor of Arts or, in specified fields, the Bachelor of Science.

Section 2. The degree of Master of Arts, Master of Science or Master of Liberal Arts may be conferred by the Trustees on holders of the Baccalaureate degree who have satisfied all academic requirements prescribed by the Faculty and who have discharged all financial obligations to the College.

Section 3. Degrees shall be conferred by the President of the College, on Commencement Day, or at such other times as the Trustees may specially appoint.

TITLE XV Of The Library

Section 1. The Library shall be in the charge of the Librarian, who is empowered to make such regulations in regard to access to the Library, and the times and conditions of borrowing books, as he may deem necessary or desirable, subject to consultation with the President.

Section 2. A book shall be kept by the Librarian, in which shall be inscribed the names of all contributors to the Library, together with a list of the books which they have contributed.

Section 3. The Librarian shall make an Annual Report to the Board of Trustees on the state of the Library, the increase in the number of books, and the sources from which they were derived, together with such other information as he may deem important.

**TITLE XVI
Of College Dues**

Section 1. The Treasurer or Comptroller shall collect the charges for tuition and other fees at the beginning of each term. The term bills must be paid prior to registration or the College may deny registration and other college privileges. If additional charges are incurred after registration, payment is due immediately. Non-payment of term bills may result in suspension of the student until such time as payment is made. Any charges for damages to college property, fines, etc., shall be governed by the same rules as apply to the term bills.

Refund of college charges due to withdrawal shall be made in accordance with the refund policy as stated in the College Bulletin.

Section 2. A student may not receive a degree or an honorable dismissal until the Treasurer certifies that all the student's college bills are paid. In addition, the student may be denied grade reports and transcript service if the student owes money to the College.

If, in the judgment of the College, it becomes necessary to engage the services of a collection agency or attorney to effect collection or to settle any dispute in connection with the terms, the student is subject to pay such collection agency or attorney's fees, reasonable expenses, and costs as hereby incurred.

**TITLE XVII
Of Amendments**

Section 1. These Statutes may be amended at any meeting by a two-thirds vote of the Trustees present, provided that ten days' notice of any proposed amendment shall have been sent to each member of the Board of Trustees.

C.3: STANDING RULES OF TRINITY COLLEGE

These Standing Rules of the College are intended to supplement and implement applicable provisions of the Connecticut Revised Nonstock Corporation Act, as amended from time to time, and of the Charter of the College.

I THE BOARD OF TRUSTEES

1. **Stated Meetings.** The Board of Trustees shall hold at least three stated meetings each year, one before the Annual Commencement of the College (the "Commencement Meeting"), the other two at such hours and dates as the Trustees on the recommendation of the President shall appoint. The Chair of the Board of Trustees, or, if the Chair is absent, the Vice Chair, shall preside at meetings of the Board of Trustees.

2. **Number.** The Board of Trustees shall be composed of not fewer than twenty nor more than thirty-six persons, including the President of the College, ex officio, while in office. Trustees shall serve for four-year terms.

3. **Notice.** In all elections to fill vacancies in the Board of Trustees the names of persons put in nomination for Trustees shall be sent out with the notice of the succeeding meeting.

Unless otherwise prohibited by law, any notice to the Board of Trustees may be delivered by electronic transmission. Electronic transmission means any process of communication not directly involving the physical transfer of paper that is suitable for retention, retrieval and reproduction of information by the recipient.

Notice of a special meeting need not describe the purpose of the special meeting unless required by these Standing Rules.

4. **Ballots.** Elections of Trustees shall be by written ballot if requested by any Trustee.

5. **Terms.** No person shall serve more than two complete consecutive terms as a Trustee; provided, that service for any term as a Trustee, ex officio, shall not count toward such limitation; and provided further, that a Trustee serving or elected to serve as the Chair or Vice Chair of the Board of Trustees may continue to serve as a Trustee for one or more additional consecutive terms after serving two complete consecutive terms as a Trustee (and, so long as such Trustee is otherwise eligible to serve as a Trustee, such Trustee may complete any such additional term regardless of whether he or she serves as Chair or Vice Chair for the duration of such additional term). Following a one-year absence from the Board of Trustees, a person may again be eligible to serve not more than two complete consecutive terms as a Trustee. The term limits set forth in this Section shall apply to the election of Trustees under Article I, Sections 6, 7, 8 and 9.

6. **Charter Trustees.** The Trustees may, by a majority of votes of the Trustees present at a meeting duly warned at which a quorum is present, elect Charter Trustees.

7. **Alumni Trustees.** The Trustees may, by a majority of votes of the Trustees present at a meeting duly warned at which a quorum is present, elect Alumni Trustees. There shall be not more than six Alumni Trustees at any time. Any person shall be eligible to serve as an Alumni Trustee whose class for a period of at least five years has been admitted to a degree at the College. The President of the National Alumni Association shall serve as an Alumni Trustee, ex officio, while holding that office. The remaining Alumni Trustees shall serve for a single term. Any person elected or serving as an Alumni Trustee shall, after completion of his or her term, be otherwise eligible for election to the Board of Trustees as a Charter, Funston or Parent Trustee in accord with the requirements for election thereto.

8. **Funston Trustee.** The Board of Trustees, by a majority of votes of those present at a meeting duly warned at which a quorum is present, may elect one person who has been admitted to any degree at the College no more recently than at the public commencement day at the end of the previous academic year nor later than ten years after admission to such degree to serve as the G. Keith Funston Trustee for a single term. There shall be not more than one G. Keith Funston Trustee at any time. Any Person so elected shall, after completion of his or her term, be otherwise eligible for election to the Board of Trustees as a Charter, Alumni or Parent Trustee in accord with the requirements for election thereto.

9. **Parent Trustee.** The Board of Trustees, by a majority of votes of those present at a meeting duly warned at which a quorum is present, may elect one person to serve as the Parent Trustee for a single term. There shall be not more than one Parent Trustee at any time. At the time of election, such person must be the parent (by birth or adoption), step-parent, or legal guardian of a person then enrolled or committed to enroll within the next twelve months in a degree program in the College. Any Person so elected shall, after completion of his or her term, be otherwise eligible for election to the Board of Trustees as a Charter, Alumni or Funston Trustees in accord with the requirements for election thereto. If at any time during his or her term a Parent Trustee ceases to be the parent (by birth or adoption), step-parent, or legal guardian of a person then enrolled or committed to enroll within the next twelve months in a degree program in the College, such Parent Trustee shall cease to be the Parent Trustee immediately and automatically, without the need for any action by the College or the Board of Trustees, and the seat of such Parent Trustee shall be deemed vacant.

10. **Limits on Service.** No person shall be elected as a Trustee who, on the date of election, is 70 or more years of age. All Trustees, except Trustees Emeriti, shall retire from the Board of Trustees at the first regular meeting of the Board of Trustees on or following their 74th birthday.

11. **Classification of Trustees.** The Trustees shall be divided into four classes, designated as Class I, Class II, Class III and Class IV, with each class containing approximately the same percentage of the total, as near as may be. The initial term of office of Class I shall expire at the Commencement Meeting in 2013; that of Class II shall expire at the Commencement Meeting in 2014; that of Class III shall expire at the Commencement Meeting in 2015; and that of Class IV shall expire at the Commencement Meeting in 2016. Subject to the foregoing, at each annual Commencement Meeting the successors to the class of Trustees whose term shall then expire shall be elected to hold office for a term expiring at the fourth succeeding Commencement Meeting and until their successors are elected and qualified or until their earlier resignation, removal, death or incapacity.

Subject to Article I, Sections 7, 8 and 9, a Trustee elected to or serving an initial four-year term as a Trustee at the 2012 Commencement Meeting may be elected to a second consecutive four-year term as a Trustee. Subject to Article I, Section 5, a Trustee elected to or serving a second consecutive four-year term as a Trustee at the 2012 Commencement Meeting may not be elected to an additional consecutive four-year term as a Trustee.

12. **Vacancies; Removal.** The Board of Trustees, by a majority of those present at a meeting duly warned at which a quorum is present, may elect, upon the death, resignation, removal or other vacancy of the place of any Charter, Alumni, Funston or Parent Trustee, another to complete his or her term. The term of office of a Trustee elected to fill a vacancy shall commence immediately upon the close of the meeting at which he or she is elected as a Trustee and shall end on the last day of the unexpired term for which the vacancy occurred. Service as Trustee during the unexpired term of office of a former Trustee shall not be counted for purposes of the term limits of Trustees set forth above.

The Board of Trustees, by a majority of those present at a meeting duly warned at which a quorum is present, may remove any Charter, Alumni, Funston or Parent Trustee for "Cause." "Cause" shall mean that a Trustee (i) has been convicted of or pleaded guilty to a felony or any other crime involving dishonesty; (ii) has engaged in misconduct or other activity that, in the good faith judgment of the Board of Trustees, has or is likely to have a material adverse impact on the College (either economically or on its reputation), or (iii) has absented himself or herself for any four successive meetings duly noticed. Notice of a special meeting to remove a Trustee shall include reference to the proposed removal.

13. **Trustees Emeriti.** Former members of the Board of Trustees may become Trustees Emeriti. Trustees Emeriti shall be elected by the Trustees. At the discretion of the Chair, such Trustees Emeriti may be duly notified of the time of meetings of the Board of Trustees, and may be entitled to attend meetings of the Board of Trustees and to participate in the discussions and deliberations of the Board of Trustees, but shall not be entitled to vote upon any matter or questions pending before the Board of Trustees. Trustees Emeriti shall serve for such terms as the Board of Trustees may prescribe.

14. **Election of Officers.** The Trustees shall elect annually at the Commencement Meeting a Chair of the Board of Trustees and such other officers as they may deem appropriate from time to time. The Chair shall be a Trustee who has not passed, as of the date of such meeting, his or her 70th birthday. No person shall be eligible for re-election to this position after serving five consecutive years. The Board of Trustees shall elect such other officers as they may deem appropriate from time to time to hold office during their pleasure.

15. **Action by Unanimous Written Consent.** Except in cases where the Charter of the College requires action to be taken by a duly convened meeting of the Board of Trustees, any action required to be taken by the Board of Trustees or by any committee thereof may be taken by a written consent setting forth the action so taken and signed by all members of the Board of Trustees or such committee, as the case may be. Such unanimous written consent shall be filed with the minutes of the proceedings of the Board of Trustees or the committee. A Trustee's consent may be withdrawn by a revocation signed by the Trustee and delivered to the Secretary prior to the delivery to the Secretary of unrevoked written consents signed by all of the Trustees.

16. **Telephonic Meetings.** The Board of Trustees may permit any or all of the

Trustees or any committee thereof to participate in a regular or special meeting of the Board of Trustees or such committee by, or conduct the meeting through the use of, any means of communication, by which all Trustees and other committee members participating may simultaneously hear each other during the meetings. A Trustee or other committee member participating in a meeting by this means is deemed to be present in person at such meeting.

17. **Standing Committee**. To further the effective discharge of the Board of Trustees' responsibilities, the Chair of the Board of Trustees shall annually appoint the following Standing Committees and the chairs of such committees, to provide service and support to the full Board of Trustees. The Standing Committees are as follows: an Executive Committee, a Committee on the Board, an Investment Committee, a Committee on Academic Affairs, an Audit Committee, a Compensation Committee, a Facilities Committee, a Budget and Finance Committee, and a Committee for Institutional Planning. In addition, the Chair of the Board of Trustees may from time to time appoint special or charter committees and chairs of such committees. Except as otherwise provided, the Chair of the Board of Trustees and the President of the College shall be ex officio members of all Standing Committees, with vote.

Membership on committees is not limited to Trustees. Appointments may be offered to faculty, students or others whose membership further the committee's work; provided however, that service on committees that exercise the authority of the Board of Trustees shall be limited to Board of Trustees members that possess voting authority. Further, a committee shall not have the authority to fill vacancies on the Board of Trustees or adopt, amend, or repeal the Charter, the Statutes or these Standing Rules. Non-Trustee members of committees have full voting rights. All committees shall keep minutes of their meetings.

Unless otherwise provided, a majority of the members of a Standing Committee shall constitute a quorum for the transaction of business.

18. **Executive Committee**. The Executive Committee shall be composed of no fewer than seven Trustees. Only Trustees with voting authority shall serve on the Executive Committee. The President, or, if the President is absent, the Chair of the Board of Trustees, shall be the Chair of the Executive Committee.

Between meetings of the Board of Trustees, the Executive Committee shall have general supervision of the administration and property of the College except that unless specifically empowered by the Board of Trustees to do so, it may not take any action inconsistent with a prior act of the Board of Trustees, award degrees, remove or appoint the President of the College or take any other action which has been reserved to the Board of Trustees.

At each meeting of the Board of Trustees, the proceedings and actions taken by the Executive Committee since the last meeting of the Board of Trustees shall be reported. The Executive Committee shall provide for the safe custody of all valuable papers and records of the College, excepting securities.

19. **Committee on the Board**. The Committee on the Board shall be composed of no fewer than four Trustees, one of whom shall be the President of the National Alumni Association while serving as an Alumni Trustee. The Committee on the Board shall review and present to the Board of Trustees candidates for Charter Trustees, Alumni Trustees, the Funston Trustee, the Parent Trustee and Trustees Emeriti to be elected by the Board of

Trustees, and for Chair and Vice Chair of the Board of Trustees and such other officers as they may deem appropriate. The Committee on the Board shall review and recommend to the Board of Trustees procedures and structures appropriate for the organization and operation of the Board of Trustees. The Committee on the Board shall report annually to the Board of Trustees and at such other times as may be requested by the Board of Trustees or as may seem desirable to the Committee on the Board.

20. **Investment Committee.** The Investment Committee shall be composed of no fewer than five Trustees and such other members as the Board of Trustees shall appoint. The Investment Committee shall supervise the investing of endowment and other funds of the College and, as agent for the College, shall have authority to invest and reinvest such funds, purchase or sell securities in the name of the College, engage one or more investment advisors, and delegate to one or more of its members and to the Treasurer authority to sign any documents and take such other actions, either alone or together with such others as the Investment Committee may designate, necessary or desirable in such transactions. The Investment Committee shall provide for the safe custody of all securities of the College. The Investment Committee shall supervise the voting of proxies of securities of the College. It shall formulate and report to the Board of Trustees policies and objectives with respect to spending and investment. At each meeting of the Board of Trustees, the Investment Committee shall report all transactions which it has completed or authorized since the previous meeting.

21. **Committee on Academic Affairs.** The Committee on Academic Affairs shall be composed of no fewer than six Trustees, the Dean of Faculty, the chairs of the Appointments & Promotions Advisory and Curriculum Committees and a representative of the Student Government Association. Only the Trustee members shall vote on faculty personnel matters and appeals of negative tenure decisions. The Committee on Academic Affairs shall consider and make recommendations to the Board of Trustees regarding all matters of an academic nature requiring Trustee action, which include but are not limited to recommendations for tenure and emeritus/emerita status, changes in appointments and promotions policy, modifications of degree requirements, changes in the authorized size of the faculty, and the creation or elimination of academic departments, programs and majors.

22. **Audit Committee.** The Audit Committee shall be composed of three Trustees and meet quarterly with management and at least twice annually with the College's independent auditors. Only Trustees with voting authority shall serve on the Audit Committee. The Audit Committee shall be responsible for designating, retaining or terminating the College's independent auditors, reviewing annually their qualifications, performance and independence, approving audit engagement fees and terms, and reviewing and accepting the annual audited financial statements, auditor's management internal controls report and IRS Form 990. The Audit Committee shall discuss with management and the independent auditors the College's guidelines and policies with respect to risk assessment and risk management, including the College's major financial risk exposure and the steps management has taken to monitor and control such exposures. The Audit Committee shall also review and discuss with management, at least annually, the terms of the College's directors and officers insurance coverage and approve insurance limits. In conjunction with the Chair of the Board of Trustees and/or the President, as appropriate, the Audit Committee shall provide mechanisms for employees and others to make complaints relating to accounting practices, internal accounting controls or audit matters, with provisions for confidential anonymous submission by employees. The Audit Committee shall retain such outside counsel, experts, and other advisors as it may deem appropriate in its sole discretion consistent with the policies, budgets and controls established by the Board of

Trustees.

23. **Compensation Committee**. The Compensation Committee shall be composed of no fewer than three Trustees. Only Trustees with voting authority shall serve on the Compensation Committee. The Compensation Committee shall have oversight and approval over the setting of policies for and the compensation to be paid to the President of the College and the positions in the Administration of the College that report to the President. The Compensation Committee's decisions with respect to policies and annual compensation shall be final.

24. **Facilities Committee**. The Facilities Committee shall be composed of no fewer than seven Trustees. The Facilities Committee shall oversee the planning and design of all physical facilities and grounds of the College. The Facilities Committee shall review plans and cost estimates for new and renovated facilities and shall recommend appropriate action to the Board of Trustees. The Facilities Committee shall review the annual plant upkeep and capital projects budgets of the Facilities Department of the College and recommend approval to the Budget and Finance Committee.

25. **Budget and Finance Committee**. The Budget and Finance Committee shall be composed of no fewer than five Trustees. Only Trustees with voting authority shall serve on the Budget and Finance Committee. The Budget and Finance Committee shall have financial oversight and approval over strategic planning, budgeting (operating and capital), and facilities, and make recommendations with respect thereto for Board of Trustees approval prior to the opening of each fiscal year. The Budget and Finance Committee shall monitor operating results under the budget and inform the Board of Trustees of operating performance. The Budget and Finance Committee shall supervise the capital expenditures of the College. All proposed capital expenditures exceeding \$350,000 and not included in a budget previously approved by the Board of Trustees shall be subject to review and approval by the Budget and Finance Committee. All proposed capital expenditures exceeding \$1,000,000 and not included in a budget previously approved by the Board of Trustees shall also require review and approval of the Board of Trustees.

The Budget and Finance Committee shall have the power to authorize the borrowing of money for the purposes of the College, to authorize the giving of notes of the College to evidence such borrowings, and to designate the persons who shall sign such notes on behalf of the College. Any proposed borrowing in principal amount of less than \$1,000,000 and for a term of less than five years shall not require review or approval of the Board of Trustees or any Committee. Any proposed borrowing in principal amount of \$1,000,000 or more or for a term of five years or more shall require review and approval of both the Investment Committee and the Budget and Finance Committee (which may meet separately or jointly for such purpose) and then review and approval by the Board of Trustees. The Budget and Finance Committee shall oversee all borrowing arrangements on behalf of the College and report such borrowing arrangements to the Board of Trustees. The Budget and Finance Committee shall oversee compensation and benefit programs for the faculty and staff, and other business and financial activities of the College. The Budget and Finance Committee may establish and transfer funds to and from appropriate reserve accounts. The Budget and Finance Committee shall review other financial matters as may be referred to it by the Board of Trustees.

26. **Committee for Institutional Planning**. The Committee for Institutional Planning shall be composed of no fewer than five Trustees. The Committee for Institutional

Planning shall insure the existence of a multiyear strategic plan that has clear institutional goals, processes for implementation and mechanisms for measurement, monitoring and adjusting outcomes as appropriate. The Committee for Institutional Planning will receive and review all planning recommendations requiring Board of Trustee approval, as well as recommending initiatives on its own.

II OFFICERS

1. **President**. The President shall be the chief executive officer of the College, and shall possess such powers, authority, responsibilities, duties and privileges usually devolving upon such officer.

2. **Chair**. The Chair shall preside at all meetings of the Board of Trustees. The Chair shall have senior rank after the President at all academic ceremonies and occasions, and shall serve as the adviser of the President in matters that concern the Trustees and shall serve to advise the other Trustees about internal matters that affect the College.

3. **Vice Chair**. The Vice Chair, if any, shall discharge the duties usually devolving upon such officer. The Vice Chair, shall, in the event of the absence or disability of the Chair, perform the duties and exercise the powers of the Chair.

4. **Treasurer**. The Treasurer shall have charge of the capital funds of the College, except where otherwise provided. The Treasurer shall be bonded by a corporate surety in such amount as the Board of Trustees may from time to time direct. The Treasurer shall make an annual report to the Board of Trustees of the condition of the funds of the College.

5. **Secretary**. The Secretary, if any, shall keep the minutes of the meetings of the Board of Trustees, give notice of all such meetings as required by the Charter, Statutes and these Standing Rules, have custody of the seal of the College, and discharge all other such duties usually devolving upon such officer.

III AMENDMENTS

These Standing Rules may be amended at any meeting of the Board of Trustees by an affirmative vote of two-thirds of the whole number of Trustees. Any notice of a meeting of the Board of Trustees at which these Standing Rules are proposed to be altered, amended, added to, or repealed shall include notice of such proposed action.