

**THE GOVERNANCE**  
**OF**  
**VASSAR COLLEGE**  
**2010/11**



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## **Introduction**

The legal existence of Vassar College began with the passage of the law of January 18, 1861, referred to below as the charter. The charter has been three times amended: first, to change the corporate name of the College; second, to free the College from restrictions as to receipt of funds; and, third, to provide for the education of women and men. The trustees were constituted by the charter as an educational corporation known as Vassar College. The object and purpose of this corporation were declared to be to promote the education of young women in literature, science, and the arts. The charter designated twenty-nine persons and their successors, and the president, as trustees, and provided that nine trustees should be a quorum for the transaction of business, but that no real estate should be bought or sold, and no president or professor of the College should be appointed or removed, except by the affirmative vote of a majority of all the trustees.

On their own motion the trustees in November 1921 reduced their number to twenty-one, except in certain special circumstances. This number included the president and five representatives of the alumnae/i whose nomination by the Alumnae and Alumni of Vassar College the trustees have agreed to accept. No term of office was designated in the original charter, but on their own motion the trustees agreed to limit the term of their office generally to eight years, with the privilege of re-election after one year has elapsed.

In 1979, on their own motion the trustees adjusted the size of the board to range from a minimum of twenty-two to a maximum of twenty-nine. The maximum was increased to 35 in 2000. The trustees increased from five to six the trustees nominated by the Alumnae and Alumni of Vassar College. The regular term of a trustee was reduced to four years. Although trustees normally serve a single term, on the basis of the board's particular needs, a trustee elected to a regular term may be re-elected to a second consecutive term. In exceptional cases, such a trustee may be re-elected to a third consecutive term. No trustee elected to a regular term shall serve more than three consecutive regular terms.

As a chartered institution of higher education in the State of New York, the College is subject to visitation by the Board of Regents, to the regulations of such board, and to the requirements of the Education Law. Under this law (Section 226) the trustees are legally and financially responsible for the College and exercise all privileges of an educational corporation. They appoint all officers, grant degrees, and are the final authority within the College in all matters involving review and authorization. The board of trustees authorizes the annual budget, approves all contracts of appointment, receives all monies, executes deeds of gift, maintains the capital investments in plant and securities and, in general, executes all those duties which are proper to such a corporation.

The University of the State of New York establishes certain rules with respect to the length of the academic year, the course of instruction, and other matters of educational policy, with which the trustees are required to comply. Beyond these regulations the trustees have complete freedom with respect to the maintenance of the College.

This printing of the Governance of Vassar College includes, as separate parts, The Charter and Amendments; By-Laws of the Board of Trustees; Principles Underlying Relations of Trustees, Faculty and Students; The Educational Organization of the College; By-Laws of the Faculty; Joint Administration-Faculty Committees; and Joint Administration-Faculty-Student Committees. Together, they constitute the Governance. It constitutes a substantial revision of a similar publication in 1966, which in turn was the outgrowth, following a series of intermediate revisions of an original document entitled The Statute of Instruction published in 1923. By-Laws of the Board of Trustees and By-Laws of the Faculty are subject to amendment by the board of trustees and by the faculty, respectively, as and to the extent set forth therein. It is understood that no amendment of the By-Laws of the Faculty or of the Joint Administration-Faculty-Student Committees shall in any way have any effect on any other part of the Governance. Principles Underlying Relations of Trustees, Faculty and Students and The Educational Organization of the College are subject to amendment or repeal by the board of trustees after conference with the faculty or the students, as appropriate, or by the faculty or the students, as appropriate, subject to approval by the trustees.

The Governance is a document of frequent reference in the administration of the College. Its history reflects the evolution of this administration and the consistent adherence to certain basic principles. Its future will reflect the evolution of the College itself. For all its formalities, it is a living document.

**The Charter and Amendments**  
**An Act to Incorporate Vassar Female College**  
**Passed January 18, 1861**

The people of the State of New York, represented in Senate and Assembly, do enact as follows:

1. Matthew Vassar, Ira Harris, William Kelly, James Harper, Martin B. Anderson, John Thompson, Edward Lathrop, Charles W. Swift, E. L. Magoon, S. M. Buckingham, Milo P. Jewett, Nathan Bishop, Matthew Vassar, Jr., Benson J. Lossing, E. G. Robinson, Samuel F. B. Morse, S. S. Constant, John Guy Vassar, William Hague, Rufus Babcock, Cornelius Dubois, John H. Raymond, Morgan L. Smith, Cyrus Swan, George W. Sterling, George T. Pierce, Smith Sheldon, Joseph C. Doughty and A. L. Allen, are hereby constituted a body corporate, by the name of "Vassar Female College," to be located in Dutchess county near the city of Poughkeepsie. By that name the said corporation shall have perpetual succession, with power to fill vacancies as they may occur from time to time in their board, to sue and be sued, to contract and be contracted with, to make and use a common seal and to alter the same at pleasure, to purchase, take and hold, by gift, grant or devise, subject to "an act relating to wills," passed April 13, 1860, except in the case of Matthew Vassar herein named, and to dispose of any real and personal property, the yearly income or revenue of which shall not exceed the value of forty thousand dollars.

2. The object and purpose of said corporation are hereby declared to be to promote the education of young women in literature, science, and arts.

3. The College may grant to students under its charge diplomas or honorary testimonials, in such form as it may designate. It may also grant and confer such honors, degrees and diplomas as are granted by any university, college or seminary of learning in the United States.

4. Diplomas granted by the college shall entitle the possessors to the immunities and privileges allowed by usage or statute to the possessors of like diplomas from any university, college, or seminary of learning in this state.

5. The persons named in the first section of this act shall be the first trustees of the said corporation. The president of the college, while holding office, shall be a member of the board of trustees.

6. Nine trustees shall be a quorum for the transaction of business; but no real estate shall be bought or sold, and no president or professor of the college shall be appointed or removed, except by the affirmative vote of a majority of all the trustees.

7. The corporation shall have all such powers, and be subject to such duties and liabilities as are applicable to colleges and are specified or contained in the second and fifth articles of the first title of the fifteenth chapter of the first part of the revised statutes, and in title third, chapter eighteen of the same part of the revised statutes, except so far as the same are inconsistent with the provisions of this act.

8. Matthew Vassar, of Poughkeepsie, is hereby authorized and empowered to give, grant, devise and bequeath to the aforesaid corporation, by his last will and testament, or otherwise, any such portion of his estate as he may choose so to give, grant, devise or bequeath, any existing act or statute to the contrary notwithstanding.

This act shall take effect immediately.

**Amendment I.**

Passed February 1, 1867

1. The corporate name of “Vassar Female College,” a college incorporated by Chapter 2 of Session Laws of 1861, is hereby changed to “Vassar College,” by which name it shall hereafter be called and known.
2. This act shall in no wise affect said act of incorporation except in the name; nor shall it affect any rights or powers of the Vassar Female College; nor shall it impair or affect any claim or demand against it, or any of its liabilities.
3. This act shall take effect immediately.

**Amendment II.**

Became Law April 2, 1903

1. Amends Chapter 2 of the Laws of 1861, and authorizes said corporation (Vassar College) “To take and hold in fee simple, or any less estate, by gift, grant, devise, bequest or otherwise, subject to ‘An Act Relating to Wills,’ passed April 13, 1860 . . . and to dispose of lands, tenements or other estate real or personal to such an amount as may be or become necessary for the proper conduct and support of the several departments of education hereby established or hereafter to be established by its Board of Trustees, and such property real or personal as has been given or may hereafter be given to said corporation by gift, grant, devise or bequest, in trust or otherwise, for the uses and purposes permitted by its charter, or by the general laws of the State.”

**Amendment III.**

February 28, 1969

1. Amends the Charter as follows: “\*2.” The object and purpose of said corporation are hereby declared to be to promote the education of women and men in literature, science and the arts.”

**Amendment IV.**

Granted, October 9, 2003

1. Amends the Charter as follows: A purpose of the College, in order to further the study of child development, provide a service to employees, and otherwise advance the purposes of the College set forth in Article 2, shall be to establish and operate one or more child day care centers as part of college operations in Dutchess County, New York, provided however that before a center shall be established and opened, the prior written approval of the New York state Office of Children and Family Services and the Legally required approvals, if any, of municipalities or counties will be obtained.

## **By-Laws of the Board of Trustees**

### **Article I. Powers**

The property, business, and affairs of the College shall be managed by the board of trustees (at times referred to herein as “the board”).

### **Article II. Membership**

#### **Section 1. Number and Qualifications**

A. The board shall consist of not fewer than 22 and not more than 35 elective members of which it shall authorize from time to time and the president of the College, who shall be a member of the board ex officio. Amended by the Board October 13, 2000.

B. Six of the elective members shall be nominated to the board by the Alumnae and Alumni of Vassar College (hereinafter “AAVC”) and one of these shall be the president of the AAVC; all other trustees shall be nominated by the Nominations Committee for election by the board. Amended by the board October 2006.

#### **Section 2. Term**

A. The regular term of an elected trustee shall be considered four years and shall extend in the case of each trustee elected to a full regular term from a period commencing any time as the board shall choose, in the calendar year in which the trustee is elected, to June 30, four calendar years thereafter.

B. A trustee elected to a regular term normally shall serve a single term. On the basis of the board’s particular needs, a trustee elected to a regular term may be reelected to a second consecutive term. In exceptional cases, such a trustee may be reelected to a third consecutive term. No trustee elected to a regular term shall serve more than three consecutive regular terms, except in the case of the chair of the board whose total terms may run as set forth in paragraph D, herein.

C. For the purposes of the foregoing limitations on trustee terms, a trustee elected to fill a partial term shall be deemed elected to a full term, but a trustee elected to fill a partial term having one year or less to run and re-elected to a full regular term commencing immediately after expiration thereof shall be deemed elected to a single regular term.

D. If the regular term as trustee of the chair of the board would otherwise expire prior to the expiration of such chair’s term of office, such regular term shall be extended to the end of such trustee’s term of office as chair of the board or, if elected to a second consecutive term as chair, to the end of such second consecutive term.

E. Any trustee shall be eligible for re-election to the board one year after the expiration of such trustee’s last term.  
Amended by the board October 2006.

#### **Section 3. Nomination and Election**

A. The Nominations Committee shall nominate from names proposed to the board at a previous meeting such number of candidates as shall be required to fill the number of places of elected trustees at the time authorized by the board, other than those to be filled upon nomination by the AAVC. Such nominations shall be made so that as nearly as practicable the terms of one-fourth of the authorized number of trustees on regular term shall expire

each year.

B. When a vacancy occurs during or upon the expiration of the term of a member elected upon nomination by the nominations committee, the nominations committee may at any meeting nominate for election a successor to fill the unexpired portion of the current term or of the new term commencing on the expiration of such current term whose name shall have been proposed to the board at a previous meeting. When a vacancy occurs during the term of a trustee nominated by the AAVC, the AAVC shall nominate a successor for election to fill the expired portion of the current term or of the new term commencing on the expiration of such current term whose name shall have been proposed to the Board at a previous meeting.

C. When the Board authorizes an increase in the number of elected members otherwise than at an annual meeting, it shall fix the term of each newly authorized trustee subject to the limitation that such term shall expire on June 30 not later than four years after the commencement thereof, and the nominations committee may at any meeting nominate a candidate to fill such term whose name shall have been proposed to the board at a previous meeting.

Amended by the board October 2006.

#### **Section 4. Disqualification by Absence**

Any elected member of the board who shall be absent without valid excuse from three consecutive regular meetings of the board shall thereby vacate such member's place on the board. The board shall determine the validity of excuses. This provision shall be printed on every notice given of any meeting.

### **Article III. Meetings**

#### **Section 1. Annual and Regular Meetings**

Three regular meetings of the board shall be held each year in October, February, and May. The date, the hour, and the place of regular meetings shall be determined by the board and notice thereof shall be given: (a) by written notice sent by first class mail at least ten days prior to the meeting; or (b) by written notice delivered personally, by facsimile with confirmed receipt, by e-mail with confirmed receipt, or by way of other electronic transmission with confirmed receipt, at least five days prior to the meeting. The May meeting of the board shall be the annual meeting.

#### **Section 2. Special Meetings**

Special meetings of the board shall be called upon either the written request of eight elected members of the board or at the discretion of the chair of the board. Notice of any special meeting, together with a statement of the business for which it is called, shall be given: (a) by written notice sent by first class mail at least seven days prior to the meeting; or (b) by written notice delivered personally, by facsimile with confirmed receipt, by e-mail with confirmed receipt, or by way of other electronic transmission with confirmed receipt at least three business days prior to the meeting.

#### **Section 3. Quorum and Manner of Acting**

A. Except as otherwise required by statute, the Charter or these By-Laws, fifteen elected trustees shall constitute a quorum for the transaction of business at any meeting and the act of a majority of the trustees present at any such meeting at which a quorum is present shall be the act of the board. In the absence of a quorum, the trustees present may adjourn the meeting until a quorum be had.

B. Any action required or permitted to be taken by the board or any committee thereof may be taken without a meeting if all members of the board or the committee consent in writing to the adoption of a resolution authorizing the action. The resolution and the written consents thereto by the members of the board or committee shall be filed with the minutes of the proceedings of the board or committee.

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C. Trustees may participate in a meeting of the board or in the meeting of any board committee by means of a conference telephone or similar communications equipment allowing all persons participating in the meeting to hear each other. Participation by such means shall constitute presence in person at a meeting.

D. Provided a quorum exists, an executive session of the elected trustees of the board or any committee thereof may be called at the request of the chair of the board in the event of a board meeting, the committee chair in the event of a committee meeting, or in any case by a vote of the majority of elected trustees present.

### **Section 4. Reports**

At regular meeting of the board, reports shall be made, orally or in writing, by the president of the college, the dean of the faculty, the dean of planning and academic affairs, the vice president for finance and administration, the dean of the college, the vice president for computing and information services, the vice president of communications, and the vice president for alumnae/i affairs and development.

### **Section 5. Order of Business**

The order of business at a meeting of the trustees shall, unless the board otherwise directs, be determined by the chair of the board.

### **Section 6. Procedure**

A. No matter shall, except by majority consent of the board, be brought before the board for action unless it has been either (1) formally considered at a previous board meeting or (2) considered by a committee or officer of the board or officer of the college and circulated with accompanying recommendations to the members of the board not less than seven days prior to the meeting.

B. In general practice, any committee recommendations which substantially involve the field of responsibility of any other committee or officer of the college shall be referred to the chair of such other committee or to such officer prior to the meeting in order that the comments of such chair or officer with respect thereto may be duly circulated.

Amended by the board October 2006.

## **Article IV. Officers of the Board**

### **Section 1. The Chair of the Board**

The chair of the board shall be elected from among the trustees at the annual meeting for a four-year term and may be elected to a second consecutive term. Except as otherwise provided herein, the chair of the board shall preside at all meetings of the board and the executive committee of the board. The chair of the board shall be an ex officio member of each trustee committee.

### **Section 2. The Vice Chair of the Board**

One or more vice chairs of the board may be elected from among the trustees at the annual meeting for a one-year term. In the event more than one vice chair is elected in a given year, the vice chairs shall be ranked, for example, first vice chair, second vice chair. In the absence of the chair, the highest ranking vice chair of the board shall preside at meetings of the board. The vice chairs shall have such other duties as the board or the chair of the board may assign that are not inconsistent with the provisions of these By-Laws. In the absence of both the chair and all vice chairs, if any, of the board from any meeting of the board, the senior elected trustee in length of total service as a trustee of the college shall preside at such meeting of the board.

### **Section 3. The Secretary of the Board**

A. The secretary of the board shall be elected by the board for a one-year term. The secretary of the board need not be a member of the board.

B. The Secretary of the board shall keep the minutes of the proceedings of the board and shall have custody thereof, shall transmit to all members of the board these minutes as soon as possible following meetings, shall have custody of the minutes of all proceedings of trustee standing committees of the board, and shall discharge such other duties as the board may require.

### **Section 4. Vacancies**

A vacancy in any of the offices provided for in this Article IV because of death, resignation, removal, disqualification or any other cause shall be filled at any meeting of the board, pursuant to such nomination as may be prescribed in these By-Laws, and the successor shall hold office for the unexpired term.

### **Section 5. Additional Officers**

Additional officers of the board may be elected at the discretion of the board, having such duties, responsibilities, and terms of office as the board may from time to time determine. Any such additional officer need not be a member of the board.

## **Article V. Officers of the College**

### **Section 1. The President**

A. The president shall be elected by the board to hold the office described herein and shall be nominated by a special committee elected for that purpose. Such committee shall be composed of seven elected members of the board elected by the board, of whom one shall be selected by the board as chair, five members of the faculty elected by the faculty to represent it, and two students selected by the undergraduate student government. The president of the college shall hold office at the pleasure of the board.

B. The president shall be the executive officer of the college and chair of the faculty. In those capacities the president shall have the duties and powers as the board may from time to time assign. The president may delegate the administration of any of the powers and duties of the president (other than those specifically assigned pursuant to these By-Laws) to one or more other officers appointed by the board provided that the extent and term of such delegation are promptly reported to the board or the executive committee; and further provided that the president shall continue to supervise such administration and to be responsible therefore. The president may delegate responsibility for any of the powers and duties of the president (other than those specifically assigned pursuant to these By-Laws) to one or more other officers appointed by the board provided that the extent and term of such delegation are authorized by the board or the executive committee, or the chair of the board in the event of emergency. In the event of the president's absence or incapacity, the board or the executive committee, or the chair of the board in the event of emergency, may designate one or more appointed officers to assume specified responsibilities of the president.

C. The president shall be an ex officio member of all trustee committees except the audit committee and the personnel and compensation committee, the committees specified in Section 1A above, and as noted otherwise in these By-Laws.

D. The president shall have the following powers and duties, among others:

1. The president shall be the official medium of communication between the board and the faculty, and between the board or the faculty, as the case may be, and any person or group of persons in any relationship to the college.

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2. The president shall receive and transmit all resolutions and petitions affecting the welfare of the college.
3. The president shall have authority to execute, in the name of the college, deeds, mortgages, bonds, contracts and other instruments authorized by the board, and to sign checks and to execute any legal instruments on behalf of the college, except where otherwise provided by resolution of the board or by these By-Laws.
4. The president shall have final authority in the internal affairs of the college.

### **Section 2. The Vice President for Finance and Administration**

A. The vice president for finance and administration shall be appointed by the board upon nomination by the president and upon recommendation of the executive committee or any special committee to which that authority may be delegated by the board. Unless otherwise determined by the board, the vice president for finance and administration shall also serve as the treasurer of the college. Before entering into his/her duties, the vice president for finance and administration shall give to the college a bond satisfactory to the board for the faithful discharge and performance of all duties of his/her office. The premium on such bond shall be paid by the college.

B. The vice president for finance and administration shall be directly responsible to the president and shall have such duties within the area of non-academic administration in addition to those elsewhere contained in the Governance as may from time to time be assigned to him/her by the president, or in the president's absence, by the chair of the board, or by the board.

C. In addition to the president, the vice president for finance and administration shall have authority to execute, in the name of the college, deeds, mortgages, bonds, contracts, and other instruments authorized by the board, except where otherwise provided by resolution of the board. He/She may also, by resolution of the board, be authorized to sign checks and to execute any legal instruments on behalf of the college during the absence or incapacity of the president or as the president may otherwise determine. He/She may authorize the affixing of the corporate seal to any instrument which shall require it.

D. The vice president for finance and administration shall be generally responsible (i) for operation and maintenance of the buildings and grounds of the college, including the safe and efficient use thereof and the administration of service related thereto, (ii) for all purchases and the incurrence of current indebtedness, (iii) for personnel standards, relations, and administration within the areas of his/her assignments, (iv) for standards and records relating to all non-academic personnel, and (v) for supervising the operations on the campus of architects, engineers, and contractors in connection with construction.

E. The vice president for finance and administration shall make an annual report to the board, not more than six months after the close of each fiscal year, setting forth the financial transactions of such year, together with a statement of the financial condition of the college at the close of such year. This report shall be accompanied by a report of the independent auditors who have examined the books and records of the college.

F. The vice president for finance and administration shall be charged with the safekeeping of the funds and securities belonging to the college and of the records thereof. He/She shall supervise the work of the controller relative to the observance of all trusts held by the college and shall be responsible for the interpretation of the provisions of such trust. Subject to the approval of the board, the vice president of finance and administration shall keep the securities of the college in a safety deposit vault or may contract with a responsible bank, trust company, or other qualified organization to act as custodian in safekeeping such securities and making delivery of them on order of any two of the persons who may be authorized by the board, except that in cases in which the custodian receives cash in lieu of an investment or a security, or a security or investment replaces a check that has been drawn, only one signature shall be necessary.

G. Except as otherwise provided herein, and as may be provided by resolution of the board, the vice president for finance and administration shall be charged with the responsibility for the receipt of all monies of the college, for the collection of all monies due the college, and for payment of all bills after they have been reviewed

for accuracy and deemed within the budget allotment.

### **Section 3. The Dean of the College**

A. The dean of the college shall be appointed by the board upon nomination by the president and upon the recommendation of the executive committee.

B. The dean of the college shall be directly responsible to the president and shall have such administrative duties in the area of student affairs in addition to those elsewhere contained in the Governance as may from time to time be assigned to him/her by the president, or in the president's absence, by chair of the board or the board.

C. The dean of the college shall be responsible for the general welfare of students at the college and shall oversee the following offices: dean of studies, dean of students, career development, campus dining services, campus security, religious and spiritual life, the ALANA center, campus concerns, disability and support services, student employment, and campus activities.

### **Section 4. The Dean of the Faculty, the Dean of Planning and Academic Affairs, and Other Deans**

The dean of the faculty, the dean of planning and academic affairs, and the other deans shall be appointed by the board on nomination by the president as provided in The Educational Organization of the college. Except as otherwise set forth in these by-laws, the deans shall have such duties and responsibilities as the board shall determine and shall be charged with the execution of academic policies as established by the faculty.

### **Section 5. The Vice President for Alumnae/i Affairs and Development**

A. The vice president for alumnae/i affairs and development shall be appointed by the board upon nomination by the president and upon the recommendation of the executive committee.

B. The vice president for alumnae/i affairs and development shall be directly responsible to the president and shall have such administrative duties in the area of fund raising in addition to those elsewhere contained in the Governance that may from time to time be assigned to him/her by the president, or in the president's absence, by the chair of the board or by the board.

C. The vice president for alumnae/i affairs and development shall be generally responsible for all fund raising programs of the college.

### **Section 6. The Vice President of Communications**

A. The vice president of communications shall be appointed by the board upon nomination by the president and upon the recommendation of the executive committee.

B. The vice president of communications shall be directly responsible to the president and shall have administrative duties in the areas of internal and external public relations in addition to those elsewhere contained in the Governance that may from time to time be assigned to him/her by the president, or in the president's absence, by the chair of the board in the president's absence or by the board.

C. The vice president of communications shall be generally responsible for internal and external public relations, including communications and relations with the press, the area community, trustees, parents, and the campus constituents. The vice president of communications is also responsible for college print and electronic publications, conferences and summer programs, and special events as assigned by the president. He/she is the official spokesperson for the college when the president is not.

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### **Section 7. The Controller**

A. The controller shall be appointed by the board upon nomination by the president, after consultation with the vice president for finance and administration and upon the recommendation of the audit committee. Before entering into his/her duties, the controller shall give to the college a bond satisfactory to the board. The premium on such bond shall be paid by the college.

B. The controller shall have such duties as may from time to time be assigned to him/her by the board, the president, or the vice president for finance and administration. He/she shall be directly responsible to the vice president for finance and administration, or in the vice president for finance and administration's absence, to the president.

C. Subject to the preceding paragraph, the controller (i) shall be responsible for keeping a correct and complete account of all the business and transactions of the college, (ii) shall, under the supervision of the vice president for finance and administration, be responsible for the proper recording of every trust accepted by the college and for the faithful observance of all financial conditions attaching to such trusts and (iii) shall supply such statements of financial condition as may be required.

D. The controller shall be custodian of the college seal and of all college contracts.

### **Section 8. The Vice President for Computing and Information Services**

A. The vice president for computing and information services shall be appointed by the board upon nomination by the president and upon the recommendation of the executive committee.

B. The vice president for computing and information services shall be directly responsible to the president and shall have such administrative duties in the areas of computing and information technologies in addition to those elsewhere contained in the Governance that may from time to time be assigned to him or her by the president, or in the president's absence, by the chair of the board or the board.

C. The vice president for computing and information service shall be generally responsible for all aspects of information technology at the college, including computing, networking and telecommunications.

### **Section 9. Additional Officers**

Additional officers may be appointed at the discretion of the board, having such duties, responsibilities, and terms of office as the board may from time to time determine and as permitted or required by law.

## **Article VI. Trustee Committees**

### **Section 1. Standing Committees**

There shall be standing committees of the board as follows: executive, academic affairs, audit, budget and finance, buildings and grounds, college relations, development, investments, investment responsibility, nominations, personnel and compensation, student affairs, technology, and such other committees, including standing or ad hoc committees, as the board, from time to time, shall determine.

### **Section 2. Election, Appointment, and Meetings of Committees**

A. Members of the executive committee and of the nominations committee shall be elected at the annual meeting subject to subsection C. Members of other committees shall be appointed by the chair of the board. Each committee shall meet at the call of the chair or upon the request of any two members of the committee.

B. The chair of the board shall be chair of the executive committee, and in his/her absence the highest ranking vice chair, or in the absence of the chair and all vice chairs, if any, the senior elected trustee in length of total service as a trustee of the college shall be chair of that committee. The chair of the board shall appoint the chair of the budget and finance committee, and in the absence of him/her the highest ranking vice chair shall be chair of that committee, or in the absence of the chair and all vice chairs, if any, the senior elected trustee in length of total service as a trustee of the college. The chairs of all other committees shall be elected by the board on nomination of the chair of the board. In the absence of a specified or elected chair at the meeting of any committee, a majority of the members present may designate a chair pro tempore.

C. All members of standing committees shall hold office for one year, or until their successors are appointed. Vacancies occurring after appointment or election shall be filled by the chair of the board.

D. Except as otherwise provided in these by-laws, a quorum for committee business shall be three elected trustees.

E. Minutes of the meetings of standing committees shall be deposited with the secretary of the board for permanent record.

### **Section 3. Assistance of Officers, Staff, and Non-Trustee Committee Members**

A. The chair of a committee may invite any academic and business officers of the college, together with their assistants and associates, or any faculty member or student, to attend meetings of his/her committee from time to time or on a regular basis. Such officers and staff shall submit any data or reports that may be appropriate and may be invited to consult with or present recommendations to the committee. Any officer, or their assistant or associate, may be requested to serve as secretary to the committee.

B. Persons with special expertise, not Trustees, may be nominated by the nominations committee and elected by the board to serve one-year terms as members of any board committee except the executive committee provided that the number of trustees serving on the committee shall at all times exceed the number of persons so serving who are not trustees. The executive committee may be comprised of only trustees and the president, however, the secretary to the executive committee may be a non-trustee.

### **Section 4. Executive**

A. The executive committee shall consist of the chair of the board, all vice chairs, if any, the president, and not fewer than four other trustees nominated annually by the chair of the board for election by the board. A quorum for committee business shall be the majority of elected trustee members of the committee.

B. The executive committee shall act for the board in all matters requiring decision in the interim between meetings of the board.

C. The executive committee shall deliberate and report to the board upon the general administrative policy of the college with a view to the better coordination of all branches of the college.

D. The executive committee shall act in a manner consistent with the general welfare of all members of the college community, including students, faculty, and staff.

E. The executive committee shall nominate, prior to the annual meeting of the board, the members of the nominations committee to serve for the year ensuing after election by the board at the annual meeting.

Amended by the board February 2007.

F. The executive committee, or any special committee to which the executive committee may delegate such authority, shall consider and recommend to the board any revisions of the Governance unless the board shall make other provision therefor.

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### **Section 5. Budget and Finance**

A. The budget and finance committee shall consist of the chair of the committee, the president, the chair of the board, one or more vice chairs of the board, the chairs of the buildings and grounds, development, and investments committees, and at least one other trustee.

B. The budget and finance committee shall oversee the preparation of the annual budget of the college. When making up the budget for the ensuing year, the committee shall confer in advance of final recommendations with such representatives of the faculty as the faculty may elect for that purpose.

C. The budget and finance committee shall decide such matters affecting the administration of the budget and business affairs of the college as may not fall within the province of any one officer. It shall report its actions to the board at the next ensuing meeting.

D. The budget for the next fiscal year as approved by the budget and finance committee shall be presented to the board by the vice president for finance and administration. The budget shall be a statement of estimated income and expenditures. The budget, when approved by the board, shall be the authority for incurring expenditures included therein. There shall be no expenditure of funds except as authorized by the budget and finance committee. There shall be no transfer of funds within departmental budgets except as authorized by the vice president for finance and administration or, in his/her absence, the controller. No charges may be authorized nor college labor employed nor college materials used, by any officer or member of the staff of the college outside of approved budget appropriations, except as authorized by the vice president for finance and administration or, in his/her absence, the controller. After the delivery of the independent auditors' report, the vice president for finance and administration shall submit the revised budget which shall, however, be revised only insofar as the audit shall more correctly determine accruals and balances. No essential modifications shall be made except by vote of the board.

### **Section 6. Buildings and Grounds**

A. The buildings and grounds committee shall consist of the chair of that committee, the president, and not fewer than three other trustees.

B. The buildings and grounds committee shall be charged with the duties of advising the board on any needed improvements in the college buildings, of preparing plans therefor, and of making any other recommendations to improve the functioning of the physical plant. It shall also be charged with preparation of the general policy of land use and landscape development.

C. The buildings and grounds committee shall consider all recommendations submitted by any consulting architect or consulting landscape architect, and shall report its recommendations to the board.

### **Section 7. Development**

A. The development committee shall consist of the chair of that committee, the president, and not fewer than three other trustees.

B. The development committee shall be charged with the development and execution of programs to secure gifts and other benefactions for the general benefit of the college and for additions and improvements to its facilities.

### **Section 8. Academic Affairs**

A. The academic affairs committee shall consist of the chair of that committee, the president, and not fewer than three other trustees.

B. The academic affairs committee shall consider aspects of the educational life of the college, including instructional programs (including issues concerning multicultural education), the athletic program, academic

resource needs and planning, academic facilities, and the educational environment for students and faculty.

C. The academic affairs committee shall consider concerns related to admission and financial aid.

D. The academic affairs committee shall recommend to the board new contracts, renewals, or terminations of contracts affecting the members of the faculty.

E. The academic affairs committee shall consider any matters transmitted to it by the president relating to dismissal of members of the faculty.

## **Section 9. Investments**

A. The investments committee shall consist of the chair of that committee, the president, and not fewer than three other trustees.

B. The investments committee may elect a vice chair, who shall perform the duties of the chair in his/her absence and when so requested by the chair.

C. The investments committee shall be responsible for the direction of the financial policy of the college regarding the investments of the college and for the investment of the college's funds.

## **Section 10. Nominations**

A. The nominations committee shall consist of the chair of that committee, the president, and not fewer than three other trustees nominated annually by the executive committee for election by the board.

B. The nominations committee shall present to the board nominations for trustees, officers of the board, and board committees except as otherwise provided in these By-Laws.

## **Section 11. Student Affairs**

A. The student affairs committee shall consist of the chair of that committee, the president, and not fewer than three other trustees.

B. The student affairs committee shall consider the general social and educational interests of the students of the college. It may hold joint sessions with members of the faculty and with students, or with both. The members of the faculty and students attending such sessions shall be selected by the chair of the student affairs committee in consultation with the president. For example, officers of the Vassar Students Association may be invited by the chair of the committee to each committee meeting.

## **Section 12. Audit**

A. The audit committee shall consist of the chair of that committee and not fewer than three trustees.

B. The audit committee shall be charged with assisting the board to assure the existence of appropriate risk management, accounting, and financial control of the activities of the college. The committee will also assist the board in assuring an appropriate conflict of interest policy exists at the college.

C. The audit committee shall select annually, for approval by the board, a firm of independent accountants to examine the accounting records of the college. It shall review with representatives of the independent public accountants their arrangements, scope, results, fees, problems and recommendations. It shall meet with the president, vice president for finance and administration, the controller, and other college financial officers it deems appropriate to review compliance with policies and procedures regarding financial controls and internal auditing, and to evaluate the performance of those staffs. The audit committee shall study and approve the audited financial statements, and after consultation with the president report its recommendation to the board.

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### **Section 13. College Relations**

A. The college relations committee shall consist of the chair of that committee, the president, and not fewer than three other trustees.

B. The college relations committee shall work with the vice president of communications to advise on matters of internal and external relations and communications, and shall keep the board informed on those matters pertinent to the full board.

### **Section 14. Personnel and Compensation**

A. The personnel and compensation committee shall consist of the chair of the board, the chair of that committee if other than the chair of the board, and not fewer than three other elected trustees as the chair of the board may deem appropriate.

B. The personnel and compensation committee shall be responsible for approval of the terms of employment and compensation for the president and other senior administrators of the college.

C. In instances where the administration decides that a senior administrator's job performance is unsatisfactory, the personnel and compensation committee shall ensure that a terminated individual is given adequate notice, or, if in the committee's discretion it is appropriate, a probationary period to the extent not otherwise provided for in such administrator's contract of employment approved by the board.

D. In addition, the personnel and compensation committee shall review the labor contracts with the college's union employees for fairness and budget implications.

### **Section 15. Investor Responsibility**

A. The investor responsibility committee shall consist of the chair of that committee, the president, and not fewer than three other trustees.

B. The investor responsibility committee shall determine how the college casts its shareholder votes ("proxies") on resolutions that come before the annual meetings of corporations in which Vassar holds shares of stock.

C. The investor responsibility committee shall review issues of "overriding social concern" that might cause the college to take into account that concern in the management of the college's investments.

D. The investor responsibility committee shall review the recommendations made to the trustees by the campus investor responsibility committee concerning "issues of overriding social concern" and the college's proxy votes.

### **Section 16. Technology**

A. The technology committee shall consist of the chair of that committee, the president, and not fewer than three other trustees.

B. The technology committee shall work with the vice president for computing and information services to advise the full board of trustees on matters of computing, networking, telecommunications, and other technology-related matters

## **Article VII. Indemnification of Trustees and Officers**

The college shall, to the fullest extent legally permissible, indemnify each of its trustees and officers and each person who serves at the request of the college as a trustee, director, or officer of another organization in which it has any interest as a shareholder, creditor, or otherwise (each such person being called in this Article VII a “person”) against judgments, fines, amounts paid in settlement and reasonable expenses, including attorneys’ fees actually and necessarily incurred by each person in connection with the defense or disposition of any action, suit, or other proceeding, or appeal therein, whether civil, criminal, administrative, or investigative, in which such person may be involved or with which such person may be threatened, while in office or thereafter, by reason of being or having been such person, except with respect to any matter as to which such person did not act in good faith and for a purpose which he reasonably believed to be in the best interests of the college, and in criminal actions or proceedings, in addition, had no reasonable cause to believe that the conduct was unlawful; provided, however, that as to any matter disposed of by a payment in compromise or settlement made by such person, pursuant to a consent decree or otherwise, no indemnification shall be provided unless (a) such compromise or settlement shall be approved as in the best interests of the college, after notice that it involves such indemnification, (i) by a disinterested majority of the trustees then in office, or (ii) by a majority of the disinterested trustees then in office, provided that there has been obtained an opinion in writing of independent legal counsel selected by the disinterested trustees to the effect that such person appears to have acted in good faith in the reasonable belief that his/her action was in the best interests of the college; or (b) if all trustees are interested trustees, such an opinion, in writing, which may be a reasoned opinion, has been obtained from independent legal counsel selected by the treasurer. Such indemnification may include payment by the college of expenses as they may be incurred in defending a civil or criminal action or proceeding in advance of the final disposition of such action or proceeding, upon receipt of an undertaking by the person indemnified to employ counsel satisfactory to the college and to repay the amount so paid if such person shall be adjudicated to be not entitled to indemnification under this section. The college may purchase and maintain insurance on behalf of any person who is or was a trustee of the college or an officer, employee, or other agent of the college (or is or was serving at the request of the college as a member, trustee, director, officer, employer, fiduciary, or other agent of another organization in which the college as an interest), against any liability incurred by such person in any such capacity or arising out of such person’s status as such, whether or not the college would have the power to indemnify such person against such liability. The right of indemnification hereby provided shall not be exclusive of or affect any other rights to which any person may be entitled. As used in this article, the term “officer” means each executive and administrative officer appointed by the trustees, the terms “trustee” and “officer” include their respective heirs, executors, and administrators, and an “interested” officer or trustee is one against whom in such capacity the proceedings in question or another proceeding on the same or similar grounds is then pending. Nothing contained in this article shall affect any rights to indemnification to which corporate personnel other than trustees and officers may be entitled by contract or by resolution of the trustees or otherwise under law.

[Adopted by the board in 1977.]

## **Article VIII. Fiscal Year**

The fiscal year of the college shall be the twelve-month period beginning July 1 and ending the following June 30.

## **Article IX. Corporate Seal**

The corporate seal shall be a disc bearing the name of the college, the year of its organization and the seated figure of Athena as patron of learning holding an olive branch as the symbol of civilization, with a view of the Parthenon upon the Acropolis.

## **Article X. Removal of an Elected Trustee**

An elected trustee may be removed by the affirmative action of two-thirds of the elected trustees.

**Article XI. Amendments**

These By-Laws, or any of them, may be altered, amended or repealed, or new By-Laws may be made, at any meeting of the board, notice of which shall have specified or summarized the proposed alteration, amendment, repeal or new By-Laws, by the affirmative action of a majority of the trustees present.

## **Principles Underlying Relations of Trustees, Faculty, and Students**

### **Article I. Relations of Trustees and Faculty**

#### **Section 1. Academic Freedom**

A. All teachers in the service of the college are entitled to complete liberty of research, of instruction and of utterance upon matters of opinion. The teacher's exercise of this right and of his/her rights and obligations as a citizen and a member of the community shall in no way affect his/her term of appointment; however, it is his/her responsibility to make sure that such activities do not infringe upon his/her college duties.

Utterances and discussions in the classroom shall be regarded as privileged and may not be published without the authority of the teacher concerned.

B. The teacher shall bear in mind that the good name of the college rests largely upon the reputation of its faculty. Accordingly, the teacher's conclusions shall be the fruits of competent and sincere inquiry, set forth with dignity, accuracy and temperateness. The teacher shall accept full responsibility for all his/her utterances and shall adhere to the ideals traditional in liberal education: intellectual integrity, objectivity in the search for truth and freedom of discussion.

#### **Section 2. Authority of the Faculty**

A. The faculty shall in general determine and shall direct educational policy. The faculty shall submit to the trustees for approval any proposed revision which involves substantial change in the character of academic degrees or considerable financial adjustment. Other proposals made by the faculty which embody important changes shall be the subject of trustee-faculty conference. Proposals of the trustees which significantly affect educational policy shall be referred to the faculty for consideration.

B. For purposes of instruction, the faculty shall be organized into such departments as may be authorized by the trustees. In other matters, the faculty shall have authority to determine its own organization.

C. The library, the Frances Lehman Loeb Art Center, and the museums shall be within the jurisdiction of the faculty, except that the administrators thereof shall be appointed by the trustees on recommendation of the president.

D. The faculty, charged by the trustees with responsibility for establishing policies for the effective conduct of the college as a residential community, shares with the president the power to authorize a charter or constitution of student government.

#### **Section 3. Conference between Trustees and Faculty**

A. Conference between the trustees and the faculty on matters of common interest is an established practice. The following matters shall be subject to conference: any substantial change in educational policy; any prospective acceptance by the college of funds which may affect educational policy; any substantial alteration in terms and provisions of employment of teachers or in conditions affecting faculty members as tenants in college housing.

B. Conferences may be requested either by the trustees or the faculty through their appropriate committees.

C. The trustees shall consider all conference reports, but they reserve full liberty of action in respect thereto.

#### **Section 4. Contracts with Members of the Faculty**

Individual teachers shall be appointed by the trustees. The terms of their employment shall ordinarily be expressed in a standard form of contract. Such terms and provisions are set forth in full in Part B, Article II of The Educational Organization of the college and shall be incorporated in the contract by reference. Additions to or variations from the terms contained in the standard form shall be clearly expressed in the individual contract which shall constitute the sole basis of the individual's service to the college.

#### **Section 5. Business Administration of the Departments of Instruction**

A. An appropriation shall be made annually to each department for its expected expenditures in the way of materials, supplies, service and other costs. No expenditure beyond the authorized budget may be made except with the express approval of the trustee committee on budget and finance.

B. The trustees may designate the chair or another member of a department as director or curator of a building, a laboratory, a museum, a gallery, grounds or other quarters. The department chiefly affected may present recommendations for appointments. Such appointments shall be subject to periodic review.

#### **Section 6. Amendment**

The provisions of this Article I may be amended or repealed by vote of the trustees after conference with the faculty as provided above, or by a two-thirds majority vote of the faculty subject to approval by the trustees. The faculty shall not act on amendments at the meeting in which they are first discussed.

### **Article II. Authority of the Students**

#### **Section 1. General**

The students shall have control over the undergraduate student government pursuant to a charter or constitution authorized by the president and faculty. The president shall reserve a power of veto over legislation which involves substantial change in the character of the residential or academic community or in the financial commitments of the college. Proposals substantially affecting student government shall be the subject of conferences between the parties involved.

#### **Section 2. Amendment**

The provisions of this Article II may be amended or repealed by vote of the trustees after conference with the students and faculty as provided above, by a two-thirds majority vote of the faculty after conference with the students and subject to approval by the trustees, or by a majority vote of the undergraduate students in residence subject to a majority vote of the faculty and approval by the trustees. The faculty shall not act on amendments at the meeting in which they are first discussed.

## **Article III. Relations of Trustees and Students**

### **Section 1. Student Rights and Privileges**

The undergraduate student body is recognized as an integral part of the academic community. As members of such student body, students are entitled to freedom of discussion, inquiry and expression in and outside of classes, of association and of publication, to privacy of their personal lives, properties and records (subject to the provisions of law and to the duties of faculty members and academic and administrative officers of the college as defined by college policies) and to participation in the establishment of college policies directly affecting their interests through the means of student self-government and representation on appropriate college committees.

### **Section 2. Student Responsibilities**

A. Students in attending the college for the purpose of qualifying for academic credit shall pursue that purpose with sincerity, honesty and commitment. They shall bear in mind that, as undergraduates, their actions have a broad effect on the interests of the college, including its interests in attracting future students and members of the faculty; and accordingly that they have responsibility as members of an academic community.

B. Freedom of publication places on students a special responsibility under the canons of responsible journalism and applicable governmental regulations. Utterances and discussions in classrooms or in faculty or trustee committees may be published when authorized by the teacher concerned or by the committee chair, respectively.

C. Students are responsible for any actions in which they may be involved which are injurious to the welfare or property of the college or of other members of the college community. When a student is charged with violation of any law in a situation in which the college is not involved, the college has no obligation to assist, but may afford the student such assistance as appropriate and practicable.

D. Students may not use the name of the college in such a way as to state or imply college approval for any policy or position, unless authorized by the president, or any person designated by him/her, in writing.

E. The responsibilities set forth herein, and the conditions pertinent thereto, are relevant to the rights and privileges of individual students in an academic community. The president, following a fair hearing, may authorize sanctions to be applied to individual students who disregard these responsibilities or conditions or who, in his/her determination, have provided justifiable cause, whether on or off the campus, therefore.

### **Section 3. Conferences between Trustees and Students**

A. Conference between the trustees and the undergraduate students on matters of common interest is an established practice. Any proposals involving the rights, privileges or responsibilities of students shall be subject to conference.

B. Conferences may be requested either by the trustees or by the student government through its appropriate agency and shall normally be held at regularly scheduled trustee meetings.

C. The trustees shall consider all conference reports but they reserve full liberty of action in respect thereto.

### **Section 4. Amendment**

The provisions of this Article III may be amended or repealed by vote of the trustees after conference with the students as provided above, or by a majority vote of all undergraduate students in residence subject to approval by the trustees.

## **Article IV. Relations of Faculty and Students**

### **Section 1. The Academic Community**

Pursuant to its charge in Article I, Section 2D of these Principles, the faculty fully subscribes to Article III, Sections 1 and 2 of these Principles.

Furthermore, it is recognized that students and faculty are partners in the pursuit of knowledge. It is their common and continual task to maintain an intellectual climate hospitable to free inquiry and open exchange of ideas.

Regular channels for student participation in formulation of educational policy are provided through student representation on designated faculty committees.

### **Section 2. Conference between Faculty and Students**

A. Conference between the faculty and the students on matters of common interest is an established practice. All matters bearing upon the ideals set forth in Section 1 of this Article IV are properly subject to conference. These include student representation on faculty committees and any changes in educational policy and practice, such as matters of curriculum, schedule, examination procedures and the grading system.

B. Conferences may be requested by either the faculty or the students through their appropriate committees.

C. The faculty and students shall consider all conference reports but they reserve full liberty of action in their respective areas of jurisdiction.

### **Section 3. Curriculum**

Student representatives shall be elected by the students to serve as voting members on the faculty committee concerned with the curriculum.

### **Section 4. Amendment**

The provisions of this Article IV may be amended or repealed by a two-thirds majority vote of the faculty after conference with the students, or by a majority vote of the undergraduate students in residence subject to a majority vote of the faculty.

## **The Educational Organization of the College**

### **A. The Educational Administration**

#### **Article I. The President**

The president's general powers and duties are prescribed in the By-Laws of the Board of Trustees. The president is charged with the general supervision and final authority over the educational administration, the business administration and the residential college.

#### **Section 1. Chair of the Faculty**

- A. The president shall be chair of the faculty.
- B. The president shall be chair, or member, of faculty committees as designated in the By-Laws of the Faculty.

#### **Section 2. Educational Administration**

A. The president shall review recommendations on appointments for the ensuing year, submitted by the head of each office of educational administration. In consultation with the dean of the faculty and the faculty appointments and salary committee, the president shall review recommendations on appointments, extensions, reappointments, promotions and salaries for the ensuing year, submitted by each department of instruction. In cases involving the granting of tenure or promotion from the rank of associate to full professor, the president, together with the dean of the faculty and the faculty appointments and salary committee, shall upon request, prior to the final recommendations, meet for consultation with department chairs who have submitted recommendations. To enable the department chair to judge whether there is need for such consultation, the chair shall be informed of any questions or objections directed to his/her recommendation by the president, the dean of the faculty or the faculty appointments and salary committee. Other appropriate members of the department may be invited to take part in this consultation. The president shall make known to the individual faculty member and department chair concerned the reasons for his/her final recommendation.

In other instances of reappointment and promotion, the president shall make known to the individual faculty member and department chair concerned the reasons for his/her recommendation in sufficient time to allow for consultation with the department chair prior to its submission to the trustees. The president may, at his/her discretion and upon special request of the department chair, include the faculty appointments and salary committee and the dean of the faculty in this consultation.

If significant differences between recommendations of the faculty appointments and salary committee and the president occur, the president shall state the reasons for his/her recommendations to the faculty appointments and salary committee in conference. He/She shall, upon request from the department chair, report the final recommendation of the faculty appointments and salary committee (excepting salaries) to the department chair.

The president shall present in writing his/her own recommendation to the trustee committee on academic affairs along with any remaining divergent recommendations of the dean of the faculty and of the faculty appointments and salary committee.

Conferences of the faculty appointments and salary committee with the trustee committee on academic affairs shall be held at the request of either committee.

- B. The president shall receive from each department of instruction and from each office of educational administration an annual report, which shall be available to members of such department or office for examination

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except for such supplements as may be marked confidential.

### **Section 3. Departmental Status**

By vote of a department, the president may be invited to teach in that department. He/She shall not be a voting member of that department.

### **Section 4. Relation to Campus Life**

The president has general responsibility for promoting and maintaining suitable standards in the intellectual, religious, moral and social life of the campus community and has final authority in cases of discipline.

## **Article II. The Dean of the Faculty**

The dean of the faculty is charged with general supervision over the departments of instruction, consulting with the president on appointments to the departments of instruction.

In the performance of his/her office the dean of the faculty is responsible to the president.

### **Section 1. Duties**

A. The dean of the faculty shall be in charge of the execution of all educational policies adopted by the faculty as they relate to the departments of instruction. He/She shall be responsible for the continuing study of the education offered by the college and for initiating changes in curriculum and in educational policy, as they are needed. In the execution of these duties he/she shall be responsible to the faculty.

B. The dean of the faculty shall be chair, or member, of faculty committees as designated in the By-Laws of the Faculty.

C. The office of the dean of the faculty includes the offices of the registrar and the office of field work. The directors of multidisciplinary and other special academic programs shall be responsible to the dean of the faculty.

D. The dean of the faculty shall have final authority in the assignment of all faculty offices and classrooms. The dean of the faculty shall administer the general faculty budget for educational equipment.

E. In the absence of the president or of any person designated by the trustees as acting president and in the absence of any specific delegation of authority by the president or acting president, the dean of the faculty shall act in his/her place on all questions involving college educational policy, the departments of instructions or their individual members.

F. In all issues of computing and information services involving educational policy, the dean of the faculty and the dean of planning and academic affairs together are jointly responsible with the vice president for computing and information services. On such issues, the dean of the faculty and the dean of planning and academic affairs have final authority.

Amended by the faculty February 18, 2009.

### **Section 2. Departmental Status**

A dean of the faculty elected from outside the college shall receive a departmental appointment, with the usual privileges of membership, except that he/she will not vote on appointments, extensions, reappointments and promotions while he/she holds the office of dean. A dean of the faculty elected from a department within the college will forego the same voting privileges for the duration of his/her service as dean.

### **Section 3. Appointment**

A. The term of appointment of the dean of the faculty shall be for five years, with eligibility for reappointment. The dean of the faculty shall be a tenured member of the faculty or, if elected from outside the college, immediately tenurable upon appointment.

B. For a new appointment of the dean of the faculty,

1. A faculty committee shall be elected consisting of five members of the faculty chosen by the faculty, no two from the same department and no more than two from the same division. That committee shall confer with the president about whether to conduct a search beginning with internal candidates or external candidates or both.

2. If the decision is made to pursue internal candidates, the committee will solicit nominations and self-nominations from the Vassar faculty. To inform its deliberations, the committee shall consult with other faculty and may consult with administrators who report directly to the dean, as well as with others; faculty should feel free to consult with committee members. At the end of its deliberations, the faculty committee shall submit to the president a short list of acceptable candidates (normally three to five candidates) for the dean of the faculty, and the president shall nominate one candidate from the short list. The president shall report the nomination to the trustees for action.

3. If the decision is made to pursue external candidates or both (or if the president does not choose to nominate any of the internal candidates on the short list or if the dean of the faculty search committee is unable to offer the president any acceptable internal candidates from which to choose), the committee will solicit nominations and self-nominations broadly. To inform its deliberations, the committee shall consult with other faculty and with administrators who report directly to the dean, as well as with others, and shall invite those candidates on its short list to meet with the faculty. If the dean of the faculty is selected from outside the college, approval of the president and a majority of the faculty committee, and an invitation to membership from an appropriate department shall be necessary for nomination. The president shall report the nomination to the trustees for action.

4. In the case of an internal candidate, a student committee designated by the VSA executive committee shall prepare a written evaluation of the faculty committee's short list to be presented to the faculty committee and the president. In the case of an external candidate, the student committee shall interview the candidates and review their materials, then meet jointly with the faculty committee, and submit a written report to the faculty committee and the president.

C. For Reappointment of a Dean of the Faculty

1. A faculty committee shall be elected in the fall of the fourth year with the review of the sitting dean of the faculty to take place in the spring. The faculty committee shall consist of three members of the faculty appointed by the committee on committees, who have served during the dean's tenure on committees that work with the dean, such as FASC, FPCC, and CCP, as well as three at-large members, elected by the faculty, no two from the same department, no more than two from the same division. At least one of the at-large members of the committee shall be untenured.

2. To inform its deliberations, the committee shall consult both with other faculty and with administrators who report directly to the dean, as well as with others. The committee shall also meet with a student committee designated by the VSA executive committee who shall prepare a written evaluation of the dean based on their own processes. The faculty committee shall vote on whether or not to reappoint the sitting dean of the faculty, and the committee shall report the vote and a summary of its discussion to the president, who shall take the vote and the report from the faculty, as well as the vote and report of the student committee, under advisement when making the final decision on the dean of the faculty's reappointment. A majority vote against reappointment by the faculty committee or a negative decision by the president is sufficient to deny reappointment. The committee's report and summary shall also be submitted to FASC to be placed in their files for the annual review of the president.

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3. If the dean of the faculty is not reappointed, a newly elected committee shall participate in the search for a new dean.

D. In the event of the dean's prolonged absence or incapacity, the president or acting president shall appoint a member of the faculty as acting dean, after consultation with, and with the approval of, the faculty appointments and salary committee.

### **Article III. The Dean of Planning and Academic Affairs**

The dean of planning and academic affairs is charged with the general development of long term academic planning and the supervision of academic areas of the college outside the curriculum and the academic departments and programs.

In the performance of this office, the dean of planning and academic affairs is responsible to the president.

#### **Section 1. Duties**

A. The dean of planning and academic affairs shall be responsible for long term academic planning and resource allocation for the educational mission of the college and shall supervise and develop the academic areas of the college outside the curriculum and the academic departments and programs, executing educational policies adopted by the faculty as they relate to the offices that report to the dean. In issues of planning and resource allocation the dean of planning and academic affairs consults with the president and other such deans and vice presidents as are relevant; in carrying out educational policies adopted by the faculty, the dean of planning and academic affairs shall be responsible to the faculty.

B. The dean of planning and academic affairs shall be chair, or member, of faculty committees as designated in the By-Laws of the faculty.

C. The office of the dean of planning and academic affairs includes the office of admissions, the office of financial aid, the department of athletics and physical education, the grants office, and institutional research. The directors of the Vassar College libraries, the Frances Lehman Loeb art center, the grants office, and the Wimpfheimer nursery school (and the infant and toddler center) shall be responsible to the dean of planning and academic affairs. In all issues of computing and information services involving educational policy, the dean of planning and academic affairs and the dean of the faculty are jointly responsible with the vice president for computing and information services. On such issues, the dean of planning and academic affairs and the dean of the faculty have final authority.  
Amended by the faculty February 18, 2009.

D. The dean of planning and academic affairs shall have responsibility for overall faculty compensation, housing, and benefits planning and policy, and for planning the general faculty budget for educational equipment.

#### **Section 2. Departmental Status**

The dean of planning and academic affairs shall receive a departmental appointment, if he/she does not already have one. A dean of planning and academic affairs who does not enjoy suffrage in a Vassar College department and/or multidisciplinary program prior to appointment as dean shall not enjoy such suffrage while dean. A dean of planning and academic affairs who does enjoy suffrage in a Vassar College department and/or multidisciplinary program prior to appointment as dean shall enjoy, for a period of five years, the same departmental and program suffrage rights as a faculty member on leave of absence.

A dean of planning and academic affairs elected from outside the college shall receive a departmental appointment, with the usual privileges of membership, except that he/she will not vote on appointments, extensions, reappointments, and promotions while he/she holds the office of dean. A dean of planning and academic affairs elected from a department within the college will forego the same voting privileges for the duration of hi/her service

as dean.

### **Section 3. Appointment**

A. The term of appointment of the dean of planning and academic affairs shall be for five years, with eligibility for reappointment. The dean of planning and academic affairs shall be a tenured member of the faculty or, if elected from outside the college, immediately tenurable upon appointment.

B. For a new appointment of the dean of planning and academic affairs,

1. A faculty committee shall be elected consisting of five members of the faculty chosen by the faculty, no two from the same department and no more than two from the same division. That committee shall confer with the president about whether to conduct a search beginning with internal candidates or external candidates or both.

2. If the decision is made to pursue internal candidates, the committee will solicit nominations and self-nominations from the Vassar faculty. To inform its deliberations, the committee shall consult with other faculty and may consult with administrators who report directly to the dean, as well as with others; faculty should feel free to consult with committee members. At the end of its deliberations, the faculty committee shall submit to the president a short list of acceptable candidates (normally three to five candidates) for the dean of planning and academic affairs, and the president shall nominate one candidate from the short list. The president shall report the nomination to the trustees for action.

3. If the decision is made to pursue external candidates or both (or if the president does not choose to nominate any of the internal candidates on the short list or if the dean of planning and academic affairs search committee is unable to offer the president any acceptable internal candidates from which to choose), the committee will solicit nominations and self-nominations broadly. To inform its deliberations, the committee shall consult with other faculty and with administrators who report directly to the dean, as well as with others, and shall invite those candidates on its short list to meet with the faculty. If the dean of planning and academic affairs is selected from outside the college, approval of the president and a majority of the faculty committee, and an invitation to membership from an appropriate department shall be necessary for nomination. The president shall report the nomination to the trustees for action.

4. In the case of an internal candidate, a student committee designated by the VSA executive committee shall prepare a written evaluation of the faculty committee's short list to be presented to the faculty committee and the president. In the case of external candidates, the student committee shall interview the candidates and review their materials, then meet jointly with the faculty committee, and submit a written report to the faculty committee and the president.

C. For Reappointment of a Dean of Planning and Academic Affairs

1. A faculty committee shall be elected in the fall of the fourth year with the review of the sitting dean of planning and academic affairs to take place in the spring. The faculty committee shall consist of three members of the faculty who have served during the dean's tenure on committees that work with the dean, such as FASC, FPCC, the library committee, the admissions committee, and CCET, as well as three at-large members, elected by the faculty, no two from the same department, no more than two from the same division. At least one of the at-large members of the committee shall be untenured.

2. To inform its deliberations, the committee shall consult both with other faculty and with administrators who report directly to the dean, as well as with others. The committee shall also meet with a student committee designated by the VSA executive committee who shall prepare a written evaluation of the dean based on their own processes. The faculty committee shall vote on whether or not to reappoint the sitting dean of planning and academic affairs, and the committee shall report the vote and a summary of its discussion to the president, who shall take the vote and the report from the faculty, as well as the vote and report of the student committee, under advisement when making the final decision on the dean of planning and academic affair's reappointment. A majority vote against reappointment by the faculty

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committee or a negative decision by the president is sufficient to deny reappointment. The committee's report and summary shall also be submitted to FASC to be placed in their files for the annual review of the president.

3. If the dean of planning and academic affair is not reappointed, a newly elected committee shall participate in the search for a new dean.

### **Article IV. The Vice President for Computing and Information Services**

The vice president for computing and information services is charged with overseeing the systems and services that support the use of information technologies by members of the campus community, and for planning for informational technologies at Vassar.

In performance of this office, the vice president shall be responsible to the president. In all issues of computing and information services involving educational policy, the dean of planning and academic affairs and the dean of the faculty together are jointly responsible with the vice president for computing and information services. On such issues, the dean of planning and academic affairs and the dean of the faculty have final authority. Amended by the faculty February 18, 2009.

#### **Section 1. Duties**

A. The vice president shall be responsible for the design, implementation, maintenance, and support of information technology on campus. He/she shall work with the other senior officers, the director of the library, and the appropriate faculty committees to integrate information technology into the physical and educational structure of the college in keeping with the college's educational goals.

B. The vice-president shall serve as the co-chair of the student/faculty committee on computing and educational technology (CCET) and, in that capacity, shall conceive, recommend, and implement short- and long-term plans, policies, and practices for the development and use of information technologies in support of teaching, learning, research, and administration.

C. The vice president shall develop and manage the staff and oversee the budget and operations of the computing and information services division. He/she shall ensure that the policies involving computing and information services set forth by the dean of the faculty, the dean of planning and academic affairs, and other senior officers are properly implemented.

#### **Section 2. Appointment**

The vice president shall be appointed by the trustees on nomination by the president, as provided in the by-laws of the trustees.

### **Article V. The Dean of Admission and Financial Aid**

The dean of admission and financial aid is charged with overseeing the offices of admission and financial aid of the college.

#### **Section 1. Duties**

A. The dean of admission and financial aid shall serve as co-chair of the college committee on admission and financial aid.

B. The dean of admission and financial aid shall evaluate qualifications of candidates for admission to the college and shall oversee the allocation of financial aid to students admitted to the college in accordance with

policies approved by the faculty and the trustees and shall have the final say in the application of policy to individual cases.

## **Section 2. Appointment**

The dean of admission and financial aid shall be appointed by the trustees on nomination by the president after consultation with the dean of planning and academic affairs, the dean of the faculty, the dean of the college, the college admission committee, and faculty appointments and salary committee, and shall be responsible to the dean of planning and academic affairs.

## **Article VI. The Dean of the College**

The dean of the college is charged with overseeing those operations of the college which affect the academic and residential lives of students.

In the performance of this office, the dean of the college shall be responsible to the president.

### **Section 1. Duties**

A. The dean of the college shall be in charge of the execution of policies regarding the academic and residential lives of students.

B. The dean of the college shall be chair, or member, of faculty committees as designated in the By-Laws of the Faculty.

C. The dean of the college and the dean of the faculty shall consult and together appoint faculty house fellows. The dean of the college shall review house fellows with respect to their continuance in the house fellow program.

D. The office of the dean of the college shall include the house fellow program; the offices of the dean of studies, dean of students, campus concerns, career development, religious and spiritual life, campus dining services, campus security, an associate dean responsible for campus activities, and an associate dean responsible for the ALANA Center.

### **Section 2. Departmental Status**

The dean of the college shall receive a departmental appointment, if he/she does not already have one. A dean of the college who does not enjoy suffrage in a Vassar College department and/or multidisciplinary program prior to appointment as dean shall not enjoy such suffrage while dean. A dean of the college who does enjoy suffrage in a Vassar College department and/or multidisciplinary program prior to appointment as dean shall enjoy, for a period of five years, the same departmental and program suffrage rights as a faculty member on leave of absence

### **Section 3. Appointment**

A. The term of appointment of the dean of the college shall be for five years, with eligibility for reappointment. The dean of the college shall be a tenured member of the faculty or, if elected from outside the college, immediately tenurable upon appointment.

B. For a new appointment of the dean of the college,

1. A committee shall be elected consisting of four members of the faculty elected at large by the faculty, three students chosen by the students, and one administrator (not in the senior staff) chosen by the president. That committee shall confer with the president about whether to conduct a search beginning with internal candidates or external candidates or both.

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2. If the decision is made to pursue internal candidates, the committee will solicit nominations and self-nominations from the faculty. To inform its deliberations, the committee shall consult with other faculty and with student leaders, and may consult with administrators who report directly to the dean, as well as with others; faculty should feel free to consult with committee members. At the end of its deliberations, the faculty committee shall submit to the president a short list of acceptable candidates (normally three to five candidates) for the dean of the college, and the president shall nominate a new dean from the short list. The president shall report the nomination to the trustees for action.

3. If the decision is made to pursue external candidates or both (or if the president does not choose to nominate any of the internal candidates on the short list or if the dean of the college search committee is unable to offer the president any acceptable internal candidates from which to choose), the committee will solicit nominations and self-nominations broadly. To inform its deliberations, the committee shall consult with other faculty, with administrators who report directly to the dean, student leaders, and any others it chooses, and shall invite those candidates on its short list to meet with the faculty. If the dean of the college is selected from outside the college, approval of the president and a majority of the committee, and an invitation to membership from an appropriate department shall be necessary for nomination. The dean of the college shall be a senior member of the Vassar faculty; therefore, a departmental invitation at the associate of full professor level shall be necessary for nomination. Such a candidate may be tenured with the concurrence of the department and the board of trustees. The president shall report the nomination to the trustees for action.

### C. For Reappointment of a Dean of the College

1. A faculty committee shall be elected in the fall of the fourth year with the review of the sitting dean of the college to take place in the spring. The faculty committee shall consist of three members who have served during the dean's tenure on committees that work with the dean, such as FPCC, the committee on college life, and the house fellows committee, as well as three at-large members, elected by the faculty, no two from the same department, no more than two from the same division. At least one of the at-large members of the committee shall be untenured.

2. To inform its deliberations, the committee shall consult both with other faculty and with administrators who report directly to the dean, as well as with others. The committee shall also meet with a student committee designated by the VSA executive committee who shall prepare a written evaluation of the dean based on their own processes. The faculty committee shall vote on whether or not to reappoint the sitting dean the college, and the committee shall report the vote and a summary of its discussion to the president, who shall take the vote and the report from the faculty under advisement when making the final decision on the dean of college's reappointment. A majority vote against reappointment by the faculty committee or a negative decision by the president is sufficient to deny reappointment. The committee's report and summary shall also be submitted to FASC to be placed in their files for the annual review of the president.

3. A student committee designated by the VSA executive committee shall prepare a written evaluation of the dean of the college to be presented to the president for consideration. The evaluation shall be based on at least an interview of the dean and a review of the Dean's materials.

4. If the dean of the college is not reappointed, a newly elected committee shall participate in the search for a new dean.

## **Article VII. The Dean of Studies**

The dean of studies is charged with the execution of educational policies of the college as they relate to the students.

In the performance of this office the dean of studies shall be responsible to the dean of the college.

### **Section 1. Duties**

A. The dean of studies shall be in charge of administering the curriculum and of carrying out faculty legislation affecting the fulfillment of academic requirements for the degree. In execution of these duties he/she shall be responsible to the faculty.

B. The dean of studies shall be chair, or member, of faculty committees as designated in the By-Laws of the Faculty.

C. The office of the dean of studies includes the office of the dean of freshmen.

### **Section 2. Departmental Status**

The dean of studies shall ordinarily be a member of a department, with the usual privileges of membership.

### **Section 3. Appointment**

A. At the end of a term of appointment or when a vacancy occurs in the office of the dean of studies, a committee of four faculty members elected by the faculty and three students chosen by the students shall confer with the president on a nomination to the office. Approval of the president, the dean of the college, and a majority of such committee shall be necessary for nomination. If the dean of studies is elected from outside the college and is to be a member of a department, an invitation to membership from an appropriate department shall be necessary for nomination. The president shall report the nomination to the trustees for action.

B. The term of appointment shall be for a term of not more than five years, with eligibility for reappointment.

## **Article VIII. The Dean of Students**

The dean of students is charged with overseeing those operations of the college which affect the residential lives of students.

In the performance of this office, the dean of students shall be responsible to the dean of the college.

### **Section 1. Duties**

A. The dean of students shall be in charge of the execution of policies regarding the residential lives of students.

B. The dean of students shall be chair, or member, of faculty committees as designated in the By-Laws of the Faculty.

C. The office of the dean of students shall include the offices of residential life, the health service, and the counseling service. The dean of students shall work with house fellows in the planning and execution of residence hall programming.

## **Section 2. Appointment**

When a vacancy occurs in the office of the dean of students, a committee of four students chosen by the students and four faculty elected by the faculty shall confer with the president on a nomination to the office. Approval of the president and a majority of the committee shall be necessary for the nomination. The president shall refer the nomination to the trustees for action.

## **Article IX. The Dean of Freshmen**

The dean of freshmen is a member of the office of the dean of studies. A committee of four students chosen by the students and four faculty elected by the faculty shall confer with the dean of the college and the president on a nomination to the office. Approval of the president, the dean of the college, and a majority of the committee shall be necessary for the nomination. The president shall refer the nomination to the trustees for action.

### **Section 1. Duties**

A. The dean of freshmen shall be a member of faculty committees as designated in the By-Laws of the Faculty.

B. He/she shall act as educational advisor to first-year students.

### **Section 2. Departmental Status**

The dean of freshmen shall ordinarily be a member of a department, with the usual privileges of membership.

### **Section 3. Appointment**

A. The dean of freshmen shall be appointed by the trustees, on nomination by the president after consultation with the dean of studies, the dean of the college, and the faculty appointments and salary committee. The dean of freshmen shall be appointed by the dean of studies, subject to approval of the dean of the college and the president.

B. The term of appointment shall be for three years. This office shall ordinarily rotate among members of the faculty.

## **Article X. The Director of Religious and Spiritual Life**

The director of the office of religious and spiritual life is responsible for coordinating religious services and organizations on the college campus, for insuring that the diverse religious and spiritual interests of students are supported, for facilitating community service, for providing religious counseling, and for developing and maintaining liaison with local clergy and religious associations.

In the performance of his/her office the director of the office of religious and spiritual life shall be responsible to the dean of the college.

Appointment of the director of the office of religious and spiritual life shall be made on recommendation to the president by an appropriate committee of students, faculty, and administrators.

## **Article XI. The Director of Residential Life**

The director of residential life is responsible for matters concerning the residential life of students. In the performance of his/her office the director of residential life shall be responsible to the dean of students.

### **Section 1. Duties**

A. The director of residential life shall be chair, or member, of faculty committees as designated in the By-Laws of the Faculty.

B. The director of residential life shall work directly with student officers and committees. He/she shall advise student extra-curricular groups on matters pertaining to policy and budget and with respect to the student social program in the residence halls.

C. The office of residential life shall be responsible for the assignment of student rooms.

### **Section 2. Appointment**

The director of residential life shall be appointed by the trustees on nomination by the president after consultation with the dean of student life.

## **Article XI. The Office of Equal Opportunity and Affirmative Action**

The office of equal opportunity and affirmative action is responsible for the development, coordination and implementation of the college's equal opportunity and affirmative action policies and programs. The work of the office is carried out by the equal opportunity and affirmative action officer and the faculty director of affirmative action, in consultation and collaboration with the committee on equal opportunity and affirmative action, senior officers, human resources, and with other members of the campus community, as appropriate. When necessary in the performance of their duties, the equal opportunity and affirmative action officer and the faculty director shall consult expert legal counsel.

## **Article XII. The Equal Opportunity and Affirmative Action Officer**

The equal opportunity and affirmative action officer is charged with overseeing the college's compliance with its affirmative action policy and with its non-discrimination and non-harassment policies. He/she shall also monitor college policies and procedures for compliance with federal and state equal opportunity and civil rights laws.

In the performance of his/her duties, the equal opportunity and affirmative action officer is responsible to the president. He/she shall work with the faculty director to maintain and strengthen Vassar's commitment to equal opportunity and affirmative action in the hiring and retention of employees of the college. He/she shall also help to educate members of the community about the college's policies in this area and to guide the college in developing new procedures and structures to support and enhance a diverse community.

### **Section 1. Duties**

A. The equal opportunity and affirmative action officer shall assist college personnel who are responsible for hiring administrators and staff in carrying out college policies concerning affirmative action, nondiscrimination, and equal opportunity at every stage of the hiring process.

B. The equal opportunity and affirmative action officer shall interpret for the members of the college community state and federal equal opportunity and civil rights laws that place special obligations on the college and shall monitor their application.

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C. The equal opportunity and affirmative action officer shall provide counsel and assistance to members of the college community about the college's nondiscrimination and non-harassment policies and procedures and shall monitor their application. He/she shall oversee the proper conduct of grievances under these policies involving students, administrators, and staff. This oversight may include, but is not restricted to, coordinating informal resolution of grievances, adjudicating the appropriateness of various procedures in relation to the alleged violation of the policies, forwarding formal grievances to the grievance hearing panel or to the college regulations panel as appropriate and seeking expert legal counsel.

D. The equal opportunity and affirmative action officer shall serve as co-chair, with the faculty director of affirmative action, of the committee on equal opportunity and affirmative action and shall perform other specific duties as they are outlined in the affirmative action policy.

### **Section 2. Appointment**

The equal opportunity and affirmative action officer shall be appointed by the President.

## **Article XIII. The Faculty Director of Affirmative Action**

The faculty director of affirmative action shall have responsibility for overseeing and coordinating equal opportunity and affirmative action policies and programs as they relate to the faculty. The faculty director shall participate in enhancing the processes and creating the structures that foster a diverse faculty. He/she shall also help to educate members of the community about the college's policies in this area.

In the performance of his/her duties, the faculty director is responsible to the president. He/she works with the dean of the faculty, the staff in the dean of the faculty office, the equal opportunity and affirmative action officer, and department chairs and program directors, to hire and retain faculty in accordance with equal opportunity and affirmative action policies and in keeping with the college's non-discrimination and non-harassment policies

### **Section 1. Duties**

A. The faculty director shall assist members of the faculty and administration who are responsible for hiring faculty in carrying out the college's policies on affirmative action, non-discrimination, and equal opportunity at every stage of the hiring process. He/she shall also consult with the committees involved in the hiring of those members of the administration who have direct responsibility for educational policy.

B. The faculty director shall provide counsel and assistance to members of the faculty concerning nondiscrimination and non-harassment policies and procedures. He/she shall also oversee the proper conduct of grievances involving faculty under these policies. This oversight may include, but is not restricted to, coordinating informal resolution of grievances, adjudicating the appropriateness of various procedures in relation to the alleged violation of the policies, forwarding formal grievances to the grievance hearing panel or to the college regulations panel, and seeking expert legal counsel.

C. The faculty director shall serve as co-chair, with the equal opportunity and affirmative action officer, of the committee on equal opportunity and affirmative action and shall perform other specific duties as they are outlined in the affirmative action policy.

### **Section 2. Departmental Status**

The faculty director shall ordinarily be a tenured member of the faculty, with the usual privileges of membership in an academic department, except that he/she shall not serve, during the term of his/her office, as chair of a department or director of a program, as a member of FASC, or as a member of the appeal committee.

**Section 3. Appointment**

A. The faculty director shall be appointed by the president in consultation with the dean of the faculty and FASC.

B. The term of appointment shall ordinarily be five years.

**Article XIV. Committee of House Fellows**

The faculty is entrusted with general responsibility for maintaining the residential life of the college in accordance with its educational policy. Specific responsibility for maintaining college residence houses as a contribution to academic life is assigned to the committee of house fellows. House fellows are representatives of the faculty and officers of the educational administration under the jurisdiction of the dean of the college.

**Article XV. Other Offices of Educational Administration****Section 1. The Office of Field Work**

The office of field work shall serve as a center for planning and executing projects in off-campus studies. It shall handle arrangements for field trips and other field activities connected with academic courses and for placement of students in summer internships or projects which are offered for academic credit in field work.

The office of field work shall be in the charge of a director of field work, who shall be appointed by the trustees on nomination by the president after consultation with the dean of the faculty. He/She shall be responsible to the dean of the faculty.

**Section 2. The Office of Career Development**

The office of career development shall serve as a center for career related information and advice. It shall provide counseling and career resource materials for students and alumnae/i, sponsor informational programs and recruiting events for students, and maintain recommendation files for students and alumnae/i.

The office of career development shall be in the charge of a director, appointed by the trustees on nomination by the president and after consultation with the dean of the college. The director shall be responsible to the dean of the college.

**Section 3. The Office of the Registrar**

The office shall be in charge of a registrar who shall be appointed by the trustees on nomination by the president after consultation with the dean of the faculty. The registrar shall be responsible to the dean of the faculty.

The registrar shall be responsible for the maintenance and security of the academic records of all students. He/she shall be responsible for registration procedures and for the assignment of classroom space and for the development and publication of the schedule of classes and examinations within terms set by legislation of the faculty. The registrar is also responsible for statistical reports based on the records in his/her office.

## **Article XVI. The Library**

The library is an educational unit of the college.

### **Section 1. Jurisdiction and Responsibility**

The general library and department libraries shall be under the jurisdiction of the director of the library. The control of special departmental rooms in the library building shall be exercised by the director of the library in cooperation with the departments concerned. The departments shall be responsible for safeguarding and making available all library materials deposited in other academic buildings.

The historical records of the college shall be preserved in the library. The library shall receive copies of all books, pamphlets and other materials published with the aid of college funds.

### **Section 2. The Professional Library Staff**

The director of the library is the executive officer of the library. He/she shall be responsible for the growth and maintenance of collections, for the preparation of the library budget, for the submission of annual and other reports and for the performance of all duties commonly included in library administration. The director of the library shall be appointed by the trustees on nomination by the president after consultation with the faculty appointments and salary committee and the dean of planning and academic affairs. In the exercise of duties affecting educational policy, the director of the library shall work with the faculty library committee. In administrative matters he/she shall be responsible to the dean of the planning and academic affairs.

Other members of the library staff shall be appointed by the trustees on recommendation of the director of the library and approved by the president. Recommendations for appointment and termination of service of departmental librarians shall be subject to consultation with the departments concerned. Rank in the library staff, salary, term of appointment, vacations and leave shall be determined according to a special library classification. The following provisions of Part B of The Educational Organization of the College shall apply to members of the library staff: housing, tuition grants, insurance, pensions, suffrage, retirement, and professional travel expenses.

## **Article XVII. Museums and Galleries**

### **Section 1. Museums**

The A. Scott Warthin, Jr. Geological Museum and other museums which may be established shall be administered by curators who shall be appointed by the trustees on recommendation by the president after consultation with the departments concerned.

### **Section 2. The Frances Lehman Loeb Art Center**

The Frances Lehman Loeb Art Center shall be administered by a director, a member of the department of art, who shall be appointed by the trustees on nomination by the president after consultation with the dean of planning and academic affairs and the department.

The director shall consult with the department of art regarding the use for educational purposes of the Frances Lehman Loeb Art Center.

## **Article XVIII. Amendment**

The provisions of this Part A of The Educational Organization of the College may be amended or repealed by vote of the trustees after conference with the faculty, or by a two-thirds majority vote of the faculty subject to approval by the trustees. The faculty shall not act on amendments at the meeting in which they are first discussed.

## **B. The Faculty**

### **Article I. Academic Service**

#### **Section 1. Rank and Qualifications**

##### A. Academic Full-time Appointments on Tenure Track:

A regular full-time appointment may be in a single department or program, or jointly in a department and a program. A faculty member with a joint appointment teaches, advises, and participates in the administrative duties of both the department and the program to which he or she is appointed.

These appointments are made with the following titles, listed in descending order of rank.

1. Professor: Faculty members at this rank shall continue to demonstrate scholarship or artistic activity, and teaching of a high quality that are necessary for appointment at this level. Members of the faculty at this rank shall have achieved marked distinction in at least one of these categories, preferably in both.

2. Associate professor: Faculty members with regular appointments at this rank shall manifest either distinction in teaching together with scholarly or artistic achievement of high quality, or distinction in scholarly or artistic achievement, together with teaching of high quality.

3. Assistant professor: Faculty members with regular appointments at this rank shall have proved themselves to be effective teachers and sound scholars or artists. They are expected to hold the degree of PhD., or its equivalent in quality and extent of preparation.

4. Instructor: Faculty members with regular appointments at this rank shall show promise of achievement in teaching and scholarship or artistic activity. They shall normally hold a master's degree or its equivalent.

##### B. Academic Full-Time Appointments Not on Tenure Track:

1. The title of lecturer and senior lecturer may be used for faculty who hold special, full-time appointments in departments or programs.

2. "Visiting" shall be included in titles of faculty at any rank appointed on a temporary, full-time basis. Such appointments shall normally be for 1 semester, 1 year, 2 years, or 3 years with eligibility for reappointment. Ordinarily, no one shall be continued in a visiting position beyond a total of six years.

##### C. Full-time Appointments in Athletics and Physical Education:

1. The titles of professor, associate professor, assistant professor and instructor are used for faculty in athletics and physical education on a tenure track.

2. The titles of lecturer and senior lecturer are used for full-time appointments in athletics and physical education not on tenure track.

##### D. Other Full-time Appointments:

1. Professional Librarians. This title carries academic suffrage with it.

2. Teachers in the Wimpfheimer nursery school. This title carries general, but not academic,

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suffrage with it. The term of appointment is for one or two years and may be renewed.

3. Curators. Full-time administrators who support an academic department.

E. Part-time and Special appointments:

1. Adjuncts: any member of the faculty at any rank who teaches part-time.

2. Research Professors: faculty who have retired from the regular professorial ranks but continue to perform sponsored research at Vassar. This title shall be granted only for the duration of the sponsorship and at the discretion of the dean of the faculty, who shall specify the conditions of appointment.

3. Research Scientist or Scholar: principal investigators working at Vassar with support from an outside funding agency.

4. Research Associate: persons holding post-doctoral appointments at Vassar.

5. Part-time coaches: coaches on part-time, renewable 2-year contracts; part-time coaches do not have academic status.

6. Visiting Scholar or Artist: a courtesy title granted by the dean of the faculty, who shall specify what privileges are allowed.

F. Title of Emeritus

A faculty member, retiring on the completion of service from any of the professorial ranks, shall, upon ratification by the trustees, receive the title of emeritus.

### **Section 2. Terms of Service and Advancement for Full-time Non-tenure Track Appointments**

A. Lecturers in academic departments and programs other than athletics and physical education ordinarily receive renewal after three-year contracts with promotion to the rank of senior lecturer at the first contract renewal after nine years of service. Faculty undergo regular review at the time of contract renewal.

B. Lecturers in Athletics and Physical Education regularly receive a 3-year contract, followed by two 4-year contracts, and renewable 5-year contracts with the possibility of promotion to senior lecturer with the first 5-year contract. Faculty undergo a regular review process at the time of each contract renewal, using the criteria established by the program and approved by the dean of the faculty.

### **Section 3. Terms of Service and Advancement for Tenure-track Appointments**

A. Length of Term

1. Instructor: The term of appointment shall ordinarily be two years, with eligibility for a single one-year reappointment at that rank in exceptional circumstances.

2. Assistant professor: The initial term of appointment shall ordinarily be three years followed by a two year extension. In no case shall the initial term of appointment exceed five years. The second term of appointment shall be three years, except that members of the faculty successfully reviewed for promotion to associate professor shall assume that rank at the end of the year in which the review occurs.

3. Associate professor and professor: Those without previous service at the college may be appointed either with indeterminate tenure or without indeterminate tenure on an initial contract of limited

duration and with the tenure review to be conducted prior to the expiration of the original contract.  
Amended by the faculty May 16, 2007

4. Instructor in athletics and physical education: The initial term of appointment shall ordinarily be a 3-year contract, with a 2-year extension.

5. Assistant professor in athletics and physical education: the initial term at this rank shall be a 3-year contract, with reappointment to another 3 years.

6. Associate professor and professor in athletics and physical education: review for promotion to full professor may occur after 3 years as an associate professor or anytime thereafter.

#### B. Indeterminate Tenure

1. Faculty in athletics and physical education on a tenure-track shall be subject to regular review procedures, using criteria established by the program and approved by the dean. A faculty member shall receive indeterminate tenure on promotion to associate professor.

2. Members of the faculty shall receive indeterminate tenure on promotion to the associate professorship, provided they have served a minimum of three years at the college.

3. Professors and associate professors who have had no previous service at the college shall receive indeterminate tenure either upon appointment or following review and renewal of their contracts. In special cases, indeterminate tenure may be granted earlier than provided for in this subsection on the recommendation of the president after consultation with the department concerned, the faculty appointments and salary committee, and the dean of the faculty.

Amended by the faculty May 16, 2007.

#### C. General Provisions

Associate professors shall ordinarily be considered for advancement in rank in their sixth year after promotion to indeterminate tenure. Thereafter, consideration for advancement shall be at the request of the candidate.

The total length of service at the rank of assistant professor shall not exceed eight years. For a faculty member promoted from instructor to assistant professor, the combined lengths of service at the rank of instructor and as first term assistant professor shall not exceed five years, and the total length of service at the ranks of instructor and assistant professor shall not exceed eight years. In exceptional cases involving circumstances of health, exigent personal responsibilities, or special college duties, these time limits may be extended, at the discretion of the president, to a maximum of two years.

#### D. Scale of Salaries

Copies of the complete scale of salaries in effect at the time shall be given to new members of the faculty with their contracts. When changes are made in the salary scale, all members of the faculty shall be given copies of the new scale.

#### E. Period of Service

The appointive year shall normally run from July 1 to June 30. The academic year, during which service is performed in residence, begins one week before the first day of classes and ends one week after commencement. Any faculty member desiring the privilege of returning to the college after the beginning of the academic year or of leaving before the end of the academic year may, with the consent of the department, make application in writing to the dean of the faculty. The department shall be responsible for keeping absences affecting classroom and other academic appointments within reasonable limits.

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Except by special permission of the dean of the faculty and with the consent of the department, no full-time teacher shall accept paid employment or engage in independent business outside the college during the academic year or during periods of leave at full pay, or accept an engagement involving protracted absence from the college during the academic year. Such permission shall be obtained for each academic year in which such employment absence is to occur.

During the period of the appointive year which is out of residence, a faculty member is free from regular assignments.

When certain types of continued service are required, appointments may be made for service in residence up to a maximum of eleven months in the appointive year.

### F. Teaching Load

The following factors shall be considered in measuring and adjusting the teaching load: number of student credit hours, number of teaching hours, number of courses, number of sections, direction of independent study, methods of instruction, and departmental and college service.

The dean of the faculty shall be responsible for recommending the methods of applying these criteria and for recommending changes in methods as the college budget permits, or when important changes in the curriculum make revision desirable.

The teaching load of individual members of the faculty shall be considered in the distribution of work within the department, and the teaching load of the different departments shall be taken into account when departmental staff is under consideration.

## **Section 43. Leaves of Absence**

### A. General Policies

Except as specified in Subsections D, E, and F below, leaves of absence shall be granted with expectation of research or other activities that clearly contribute to the faculty member's understanding of his/her special field of knowledge and with the expectation that the recipient plans to return for a period of service. Recipients nearing retirement shall expect to return for at least two years.

### B. Research Leaves

Professors and associate professors on full-time appointments (exclusive of visiting or adjunct faculty) shall be granted a one-semester leave at full pay after six semesters of service or a one-year leave at full pay after six years of service. Assistant professors on full-time tenure-track appointments shall be granted the option of a one-semester leave at full pay after four semesters of service with an additional one-semester leave at full pay during the second term of appointment, or a one-year leave at full pay during their second term of appointment. It is understood that, while the leave system is of great importance to the faculty and to the college, it is subject to the availability of funds in the event of financial stringency as determined by the trustees after consultation with the faculty. Leaves may be deferred by the president for up to three semesters. The faculty committee on research shall act in an advisory capacity to the president and the dean of the faculty in all matters pertaining to this category of leaves.

### C. Special Leaves

Special leaves for study and travel or other activities which clearly add to the faculty members' understanding of their special field of knowledge are awarded at the discretion of the president and the trustees.

### D. Health Leaves

Leaves on account of illness, with or without salary, may be granted at the discretion of the president and

the trustees. In cases of illness necessitating absence from classes, the full salary of a faculty member shall be continued up to two months. If the illness extends beyond two months, additional paid time may be granted at the discretion of the president. After six months, the faculty member will be placed on the college's disability insurance plan; any further salary payment will be made in accordance with that plan.

#### E. Parental Leaves

Parental leaves may be granted at the discretion of the president and trustees, upon recommendation by the dean of the faculty, to faculty members at the time a child is born or adopted. If the leave is granted, the salary and benefits of the faculty member who becomes the parent of a newly-born child or a newly-adopted child under the age of six years shall be continued for a period of two months if the faculty member chooses to take a two-month leave at full salary, or one-half salary plus full benefits if the faculty member chooses to take a full semester leave. A faculty member may request a reduction in course load instead of a leave. A one-course reduction in load for one semester, if granted, shall be without loss of salary or benefits. Exceptions to these conditions may be granted by the trustees upon recommendation of the president and dean of the faculty, after consultation with the faculty appointments and salary committee.

#### F. Leaves for Other Purposes

Leave without salary may be granted, for any purpose, at the discretion of the president and the trustees.

#### G. Credit for Leaves

Time spent in research leaves and in special leaves shall be credited to the term of service in determining seniority, salary, time of expiration of contract, payments toward annuities and insurance and eligibility for college-owned housing. Other leaves may be credited within the term of service at the discretion of the president and the trustees.

### **Section 54. Professional Travel Expenses**

A. Insofar as funds are available, the college shall bear the traveling expenses of delegates acting as representatives of the college at inaugurations, anniversaries, professional meetings, and the like.

A fund for traveling expenses shall ordinarily be set aside and divided among members of the faculty as members of learned associations when their presence is required at a meeting in order to read a paper or to perform an official function. Insofar as funds are available, consideration shall also be given to requests from members of the faculty attending such meetings although not giving papers or performing official functions.

B. Funds for traveling expenses shall be administered by the office of the dean of the faculty, and no expense shall be reimbursed in excess of the amounts specified in advance.

## **Article II. Contractual Terms and Provisions**

### **Section 1. Making of Contracts**

Contracts between the college and an appointee shall be drawn up and signed according to a standard form, except as modified pursuant to Article I, Section 4 of Principles Underlying Relations of Trustees, Faculty and Students. Contracts for the ensuing year shall be entered into as soon as possible after the February meeting of the trustees. The chair of the department concerned shall be informed of all contractual terms, except the salaries of members of the department of equal or higher rank, and of any proposed change in such terms.

Salaries shall be paid monthly in twelfths.

## **Section 2. Termination of Service**

### **A. Expiration of Contract**

Term appointments may on expiration be terminated by the trustees, on due notice to the faculty member. In the case of initial one-year appointments, notice of intention to terminate shall be given no later than March 1. In the case of one-year reappointments and two-year initial appointments, such notice of intention shall be given no later than December 1 of the final year of the term. Any faculty member of the professorial ranks who has served the college for at least two years shall be given such notice of intention no later than July 1 in the final year of his/her term of appointment. Such action shall be taken only after consultation with the department concerned, the faculty appointments and salary committee and the dean of the faculty.

In the case of dissolution of the contract by mutual consent before the end of the fiscal year, the salary paid shall be in the same ratio to the year's salary as the number of weeks of actual service is to the weeks of the contract year.

A faculty member on term appointment who alleges that abridgment of academic freedom significantly contributed to a decision to terminate his/her appointment at its expiration, may, upon the recommendation of the faculty appeal committee, have a fair hearing before a faculty review committee, the full record of which, together with the committee's recommendation, shall be submitted to the president, the dean of the faculty and the faculty appointments and salary committee. Any further recommendations of the dean of the faculty and the faculty appointments and salary committee shall be communicated by the president to the faculty review committee. Should the president's recommendation and that of the faculty review committee finally differ, the review committee's findings shall be transmitted by the president to the trustee committee on academic affairs. Neither the president nor the trustee committee on academic affairs shall reject the recommendation of the faculty review committee without offering opportunity for consideration by the faculty review committee of the grounds for such rejection. The decision of the trustee committee on academic affairs, after its consideration of any additional recommendations by the faculty review committee, shall be final.

A faculty member on term appointment who alleges that the decision affecting his/her promotion, tenure or reappointment may have resulted from the failure to observe the procedures prescribed by the Governance may request a hearing before the faculty appeal committee. The faculty appeal committee after investigation may require reconsideration of the decision, specifying the deficiencies in procedure to be remedied. The president shall immediately institute a reconsideration, commencing from the point at which the procedural deficiencies found by the faculty appeal committee first occurred, of the case in accordance with the regular procedures of the Governance.

A faculty member on term appointment who alleges that the decision affecting his/her promotion, tenure, reappointment or extension of contract may have been biased by discrimination on the basis of age, race, color, religion, sex, sexual orientation, national or ethnic origin, or handicap may present a formal appeal in writing to the faculty appeal committee. The faculty appeal committee after hearing all the evidence in the case may make a formal recommendation for resolution to the president. Should the resolution proposed by the president differ from the recommendation of the appeal committee, the matter shall be transmitted by the president to the trustee committee on academic affairs. The decision of the trustee committee on academic affairs shall be final.

### **B. Conditions of Tenure**

Indeterminate tenure shall be contingent upon the continuance in the curriculum of full-time work for which the incumbent is qualified; if for a period of three years less than full-time work is available, the trustees may, upon the recommendation of the president after consultation with the faculty appointments and salary committee, terminate the appointment or modify the terms of appointment or the assignment of duties.

### **C. Dismissal for Cause**

Dismissal for cause of a faculty member before the expiration of his/her contract or of a faculty member on indeterminate tenure shall be made only on the recommendation of the president after consultation with the chair of

the department concerned, the dean of the faculty and the faculty appointments and salary committee. The charges which may lead to dismissal shall, if desired by the faculty member affected, be made in writing, and he/she shall, at his/her request, be given opportunity to present such testimony as he/she desires before the faculty appointments and salary committee. If a recommendation of dismissal is made, the faculty member has the right to a fair hearing by a faculty review committee, the full record of which, together with the committee's recommendation, shall be submitted to the president, the dean of the faculty and the faculty appointments and salary committee. Any further recommendations of the dean of the faculty and the faculty appointments and salary committee shall be communicated by the president to the faculty review committee. Should the president's recommendation and that of the faculty review committee finally differ, the committee's findings shall be transmitted by the president to the trustee committee on academic affairs. Neither the president nor the trustee committee on academic affairs shall reject the recommendation of the faculty review committee without offering opportunity for consideration by the faculty review committee of the grounds for such rejection. The decision of the trustee committee on academic affairs, after its consideration of any additional recommendations by the faculty review committee, shall be final.

The initiation of the process of dismissal may rest with the president, the department concerned or the faculty appointments and salary committee. Any faculty member has the right to lay a charge and make a complaint formally and in writing to the president, the dean of the faculty, the department concerned or the faculty appointments and salary committee. Dismissal for reasons other than moral turpitude, treason or gross neglect of duty shall not ordinarily take effect before the end of the current academic year.

### **Section 3. College Housing**

Certain facilities are owned by the college and made available to eligible members of the faculty, library, and administration for their housing.

To the extent that college housing is available for rental it shall be assigned in accordance with detailed provisions on eligibility, rentals and administration of college housing which may be obtained from the office of the dean of the faculty.

The provisions and terms relating to sales of college housing and leases of land for building of houses may be obtained from the vice president of finance and administration.

### **Section 4. Tuition Grants**

Children of faculty members on full-time appointments, excluding children of visiting faculty on one-year appointments, who are admitted to the college, shall receive free tuition, or if they attend another college, they shall receive from the college a grant toward the cost of tuition. Part-time faculty who have given at least ten continuous years of service to the college, the majority of which were half time or more, are eligible for the same tuition grants as full-time appointees. The eligibility of other faculty members and members of the administration for such grants shall be determined by the president, subject to the approval of the trustee executive committee.

### **Section 5. Insurance**

#### **A. Group Life Insurance**

All faculty members on full-time appointments of one year or more shall receive a group life insurance policy, the premium for which is paid by the college.

The eligibility of other faculty members and members of the administration for such insurance shall be determined by the president, subject to the approval of the trustee executive committee.

#### **B. Workmen's Compensation Insurance**

The college insures all employees, including faculty members, under its workmen's compensation policy. All accidents should be reported promptly to the controller on a special form.

**C. Health Insurance**

The college has a comprehensive plan of health insurance which includes a hospitalization plan and comprehensive Major Medical Insurance.

**D. Group Total Disability Benefits Insurance**

The college has group total disability benefits insurance which provides an income benefit after six continuous months of disability. It also provides for payment of normal annuity contributions. Full-time faculty members are required to participate after completion of two years' service at the college.

**E. Administration**

All eligible persons are required to subscribe to the foregoing plans, and part of the cost is paid by the college.

In case of termination of service, health insurance may be continued by direct payment. Dependent coverage is available at the expense of the individual. This insurance is available after retirement subject to certain modifications.

Details as to eligibility and benefits of these several plans may be obtained from the benefits administrator. All arrangements for insurance shall be made with the benefits administrator.

**Section 6. Pensions**

The college participates in the Social Security System. The college also participates in the Teachers Insurance and Annuity Association (TIAA) and the College Retirement Equities Fund (CREF) plans for retirement annuities. It pays a percentage of the annual salary toward the purchase of an annuity to begin at retirement. This contribution is subject to the following regulations:

**A. Eligibility of Faculty Members for TIAA/CREF Participation.**

The faculty is defined as those members of the departments of instruction who hold the rank of professor, associate professor, assistant professor, lecturer or instructor.

1. Full-time Faculty

- a. All professors and associate professors are immediately eligible for TIAA/CREF participation, effective on the beginning date of their contracts.
- b. Assistant professors, lecturers and instructors are eligible for TIAA/CREF participation provided:
  - (1) They are 26 years of age or more; and
  - (2) They have been under contract for half time or more at Vassar during the immediately preceding year.

2. Part-time Faculty

Professors, associate professors, assistant professors, lecturers or instructors on part-time appointments are eligible for TIAA/CREF participation provided:

- a) Their teaching contract is for half-time or more; and
- b) They are 26 years of age or more; and
- c) They have been under contract for half time or more at Vassar during the immediately preceding year.

**B. Leaves of Absence**

During research and special leaves, contributions shall be continued as though the participant were in full-time service. Contributions during other leaves are at the discretion of the president and the trustees.

**C. Interpretation**

In the event of any question arising with respect to the provisions of this Section 7, the question shall be decided by the president, subject to the approval of the trustee executive committee.

**D. Administration**

All arrangements shall be made with the controller.

**Article III. The Faculty as Departments of Instruction****Section 1. Definition of Department**

A department of instruction is a body of the faculty responsible for the portion of the curriculum assigned to it by the faculty and the trustees. All full-time and part-time appointees responsible for courses in the portion of the curriculum so assigned are members of the department.

**Section 2. Educational Policy**

A. Departments shall determine their own educational practice within the framework of college educational policies adopted by the faculty and administered by the dean of the faculty. Matters of concern to specific departments shall be acted upon by the faculty only after the departments in question have had reasonable opportunity to discuss them and to make recommendations.

B. The individual faculty member shall have freedom in the conduct of classes within the scope of the courses assigned to him/her, so far as is compatible with the interests of the department as a whole and of the college.

**Section 3. Suffrage**

Teaching members of the department who have academic suffrage in the general faculty shall be entitled to vote in department meetings, except as specified elsewhere in the Governance. Any member may make suggestions, introduce motions or participate in discussions. Any member may consult the president, the dean of the faculty or the faculty appointments and salary committee on matters affecting the conduct of the department. Members of the department on leave of absence shall not be entitled to vote except in the election of a chair and in decisions concerning extension of contract, reappointment, tenure, and promotion to full professor in which they would normally be entitled to vote. Members of the department not reappointed for the ensuing year shall not be entitled to vote in the election of a chair. Members of the faculty who regularly teach in a department other than the department of their appointment do not vote in personnel reviews or the election of a chair in the other department.

A faculty member who is appointed to a full-time administrative position shall retain, for a period of five years, the same departmental suffrage rights as a faculty member on leave of absence

**Section 4. Department Meetings**

Matters of concern to the department as a whole shall be presented in department meetings. The chair shall call a meeting on the request of any two members. A quorum shall consist of a majority of the voting members. In

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departments which include more than one subject or more than one branch of study (e.g., theory and applied work), decisions on department practice affecting specifically one subject or branch must have the support of the majority of the teachers in that subject or branch. A majority vote of a department may be suspended on the request of a minority, and the question under consideration referred for decision to the president, the dean of the faculty or the appropriate committee of the general faculty.

### **Section 5. Chair**

#### **A. Election and Term**

Eligibility for the office of chair shall be restricted to professors and associate professors, except in departments in which there are no members of those ranks or in cases of emergency. The term of the chair shall be three years. While re-election of a chair is not precluded, election of a new chair from among the eligible members of the department shall be the normal practice. The department may, by election, extend a chair's term for one or two years. Should a chair be on leave for some part of his/her term, the department shall elect an interim chair. Should the office of chair become unexpectedly vacant, the department shall immediately elect an interim chair for the balance of the academic year; a normal election shall be held for a regular three-year term to begin the following academic year.

All elections shall be held by written ballot during the twelve months immediately prior to the beginning of the relevant term or extension. The dean of the faculty shall be promptly notified in writing of the result. In case of lack of a majority in an election involving three or more candidates there shall be a run-off election between the two candidates who received the highest number of votes. In the case of departments having fewer than three members of rank above that of instructor, or of departments in which the normal electoral process fails to yield a chair elected by a majority, the chair shall be appointed for a term of three years by the dean of the faculty after consultation with the department and the faculty appointments and salary committee.

#### **B. Duties**

The chair shall be responsible to the department for the administration of its academic and business affairs. He/she shall prepare the necessary materials relating to cases of appointment, promotion and dismissal and shall present them to members of the department according to regulations laid down for such action in Section 6 below. He/she shall prepare the agenda of meetings, compile the budget and determine the schedule, in consultation with members involved. He/she shall prepare and submit to the president an annual report after consultation with the other members of the department.

### **Section 6. Appointments, Extensions, Reappointments and Promotions**

In department action on matters pertaining to appointments, extensions, reappointments, and promotions, the right of vote shall be granted as follows: tenured professors who have academic suffrage shall be entitled to vote on all matters; tenured associate professors who have academic suffrage shall be entitled to vote on all such matters pertaining to persons below their rank, on tenure decisions regarding other associate professors, on new appointments at any rank and on tenure decision of professors hired without previous service at the college; assistant professors on tenure track who have academic suffrage shall be entitled to vote on new appointments up to and including the rank of assistant professor. Lecturers, instructors, and faculty member on visiting or adjunct appointments shall not be entitled to vote in department action on matters pertaining to appointment, extension, reappointment or promotion, nor shall any members who have not been reappointed for the ensuing year, except in those cases where the non-reappointment is the consequence of pending retirement.

Amended by the Faculty May 16, 2007.

The chair of the department shall report the result of the vote to the other voting members, giving the figures in case of any division of opinion. He/She shall write a full statement, reporting the vote and summarizing the points of view presented, including differences of opinion. All department members involved in the decision and not absent from the campus on leave shall be afforded an opportunity to suggest changes in the chair's statement, and shall indicate by their signatures that the statement is an accurate report of the deliberations. The statement shall then be submitted to the dean of the faculty. If any such member is unwilling to sign the statement, a

separate letter must be submitted as an attachment to the departmental statement. This letter must be shown to and initialed by the other voting members of the department who are present on campus. The chair of the department shall provide the candidate with a copy of the departmental statement modified so as to indicate the numerical vote but not the votes of the individual voting members. If a separate letter is submitted, a copy of it shall also be submitted to the candidate with all signatures and initials omitted. When a separate letter is submitted, the names of those signing the departmental statement shall also be omitted from the letter given to the candidate.

When a department has fewer than two members entitled to vote on the case of a member under consideration for reappointment, promotion or tenure, an ad hoc committee of three members shall be appointed by the dean of the faculty in consultation with the faculty appointments and salary committee and with the department member, should there be one, eligible for participation in the decision. If there is such a department member, he/she shall serve as chair of the ad hoc committee; if not, the chair shall be appointed by the dean of the faculty. The ad hoc committee and its chair shall assume the duties and responsibilities of a department and its chair in matters pertaining to reappointment, promotion and tenure. The candidate shall be informed of the composition of the ad hoc committee, and the chair shall notify him/her of its recommendation at the time it is submitted to the dean of the faculty.

## **Article IV. The Faculty as Members of Multidisciplinary Programs**

### **Section 1. Definition of Multidisciplinary Programs**

Multidisciplinary programs are established by faculty approval of a curricular proposal from members of two or more departments brought to them by CCP. Every program has a faculty director and a steering committee whose membership is defined by the by-laws of the program. Faculty membership in the program, in addition to the director, is determined by the following criteria: a contractual agreement to participate in the program OR participation in the program as defined in the program's by-laws. Each program maintains a current membership list in keeping with this definition.

### **Section 2. Educational Policy**

A. Programs shall determine their own educational policy in keeping with the educational policies adopted by the faculty and administered by the dean of the faculty. Matters of concern to a specific program shall be acted upon by the faculty only after the program in question has had reasonable opportunity to discuss them and make recommendations.

B. The individual faculty member shall have the freedom in the conduct of classes within the scope of the courses assigned to him/her, so far as is compatible with the interests of the program as a whole and of the college.

### **Section 3. Governance of programs**

A. The governance of every program shall be determined by the by-laws of that program. The director and the steering committee of the program shall be responsible for ensuring that the governance of the program is in keeping with its by-laws. Voting in the program must conform to the college's rules about academic suffrage.

B. The director: the director of a new program shall be appointed by the dean of the faculty for a term of three years. Thereafter, the director shall be elected by the program membership, in accordance with its by-laws, and ratified and appointed by the dean of the faculty. In the case where the normal electoral process fails to yield a director elected by a majority, the director shall be appointed by the dean of the faculty for a term of three years, after consultation with the program's steering committee. The duties of the director shall be enumerated in the by-laws of the program.

#### C. By-laws

1. By-laws for each program are reviewed by FPCC and by the dean of the faculty to ensure their conformity with the Governance. Every program's by-laws must include, at a minimum, the

following procedures which the Vassar faculty have established for the fair and equitable treatment of faculty members:

- a. Ordinarily a director's term shall be for three years. While re-election of a director is not precluded, election of a new director from among the eligible members of the program shall be the normal practice.
  - b. Reviews shall be carried out by at least two tenured members of the faculty representing two departments; in the case of promotion to full professor, they shall be at the rank of full professor.
  - c. Members of a program on leave with suffrage in the program shall be entitled to vote in the election of a the director and in decisions concerning extension of contract, reappointment, tenure, and promotion to full professor in which they would normally be entitled to vote.
  - d. Meetings of the steering committee, or of the membership of the program where different, shall be called by the director, if requested by any two members of the program.
  - e. The director shall consult on a regular basis with the steering committee about matters relevant to the curriculum, staffing, and activities of the program.
2. Guidelines for further areas to be specified in the by-laws of each program shall be established by FPCC in consultation with FASC. Guidelines shall be reviewed by FPCC in consultation with FASC as necessary.
  3. A copy of the by-laws shall be kept on file in the dean of the faculty office and shall be available to any member of the faculty.
  4. By-laws shall be reviewed and resubmitted to the dean of the faculty by the program every six years. The review shall be conducted by an ad hoc committee of program members, constituted by the director after consultation with the steering committee; the ad hoc committee shall represent the range of curricular commitments and interests and the different ranks of the faculty.
  5. By-laws of new programs shall be written by the program director and an ad hoc committee constituted by the program director and the dean of the faculty.

#### **Section 4. Review of members of programs for extension, reappointment, tenure and promotion**

A. A faculty member with a full-time appointment in a program shall be reviewed by the program in accordance with its by-laws, which have been reviewed by FPCC and the dean of the faculty to ensure their conformity with the Governance.

B. In the case of a joint appointment in a department and in a program, the candidate shall receive a full review by both. Following an initial independent evaluation by the department and the program, two faculty members from each, of higher rank than the candidate, shall meet to share their evaluations of the candidate's qualifications relevant to the review. A written report of their discussion, stating areas of agreement and disagreement, shall be given to the candidate, to the program members involved in the review according to the program's by-laws, to the department, to FASC, to the dean of the faculty, and to the president. The program and the department shall take the report into consideration in making their separate recommendations to FASC, the dean and the president. In arriving at their final recommendation, FASC and the dean will consider both the program's and the department's recommendations. It is the responsibility of FASC, the dean, and the president, who alone have access to all the evidence, to reach a final decision with due consideration to the relative importance of the candidate's participation in the program and in the department.

C. Any member of the faculty who has taught at least half-time in a program (an average of five courses originating in the program over two years) shall be reviewed by the program in one of two ways: a partial review or a full review. After consultation with the program director the candidate shall choose either 1) a partial review, which evaluates the candidate's teaching in and service to the program, conducted in accordance with the by-laws of the program; or 2) a full review, which also includes evaluation of scholarly or artistic activity, following the same procedure as a review of a candidate with a joint appointment.

D. Any faculty member who has participated in a program but has taught less than half-time in the program over the period of review may request a partial or full review by the program at the time of extension, reappointment, tenure, or promotion. This review shall be conducted according to the program's by-laws.

## **Article V. Amendment**

The provisions of this Part B of The Educational Organization of the College may be amended or repealed by vote of the trustees after conference with the faculty, or by a two-thirds majority vote of the faculty subject to approval by the trustees. The faculty shall not act on amendments at the meeting in which they are first discussed.

## **By-Laws of the Faculty**

### **Article I. The Faculty as a Parliamentary Body**

#### **Section 1. Membership**

For the purposes of this article, the faculty consists of all members of the departments of instruction of the rank of lecturer, instructor or above.

#### **Section 2. Suffrage**

##### **A. Academic Suffrage**

The right to vote on matters affecting educational policy (including admissions, academic advising, curriculum, requirements for degrees, scholarships and fellowships, faculty research, election of faculty committees, revision of the Governance) shall be limited to the following members of the faculty and the educational administration:

1. The president, the dean of the faculty, the dean of planning and academic affairs, the dean of the college, the dean of studies, the director of the Frances Lehman Loeb Art Center, the director of the library, and the professional librarians;
2. All teaching members of the faculty on tenure-line appointments, at the rank of instructor, assistant professor, associate professor or professor;
3. Lecturers as follows:
  - a) Coaches of athletics who hold full-time appointments at the rank of lecturer and whose teaching and/or coaching responsibility is not less than half of their contractual responsibility;
  - b) The director of the Wimpfheimer Nursery School if at the rank of lecturer;
  - c) Coordinators of laboratory instruction who hold full-time appointments at the rank of lecturer;
  - d) Curators who hold full-time appointments at the rank of lecturer;
4. After one year's service at the college: all other members of the faculty on not less than half-time teaching appointment;

##### **B. General Suffrage**

All those who have academic suffrage and such other members of the faculty and officers of the college as shall be determined by the president after consultation with the faculty appointments and salary committee shall have general suffrage.

##### **C. Leaves of Absence**

1. Members of the faculty or of the educational administration on leave of absence may participate in meetings of the faculty but shall not be entitled to vote.
2. Members of the faculty on leave of absence shall be entitled to nominate persons to serve on faculty committees and to vote in elections for such committees.

**D. Authority**

Voting status shall be determined in doubtful cases by the president and the faculty appointments and salary committee.

**Section 3. Faculty Meetings**

A. Robert's Rules of Order shall be used as authority for the conduct of meetings of the faculty, except that written ballot shall be taken on any question if desired by as many as ten members. If the chair or any member of the faculty expresses doubt as to the outcome of a voice vote, it shall be subject to written ballot conducted in the meeting by the secretary to the faculty and administrators from the office of the dean of the faculty.

B. Meetings of the faculty may be called by the president, either at his/her discretion or on petition of any ten members of the faculty. Notice of faculty meetings with agenda shall, except in an emergency, be issued at least five days in advance.

C. Matters involving changes in educational policy shall ordinarily be referred to the appropriate committee for consideration prior to action by the faculty. On such matters action shall not be taken at the meeting in which they are first discussed. A ruling on the applicability of this provision shall be made by the chair of the faculty and, if possible, announced in the agenda.

D. Attendance at faculty meetings shall be restricted to members of the faculty, the chief officers and directors of the educational administration as described in The Educational Organization of the College, Part A, The Educational Administration, the professional librarians, teachers in the nursery school, full-time coaches of athletics, and other members of the faculty and officers of the college who have general suffrage. Other members of the college community may be invited by the president to attend specific meetings.

E. One-third of the members of the faculty who have academic suffrage shall constitute a quorum.

F. Minutes of the meetings, for the permanent records of Vassar College, shall be taken by the secretary of the faculty, a member of the faculty appointed by the president.

**Article II. Faculty Committees**

In order to reduce the time required for discussion without sacrificing the democratic principle of representation, the faculty has delegated certain of its functions to committees. Except for certain committees whose functions are primarily administrative (faculty appointments and salary committee, committee on research, committee on fellowships), faculty committees shall concern themselves with the formulation of policy and review of administrative practice. They shall delegate to administrative officers, so far as is practicable, the application of policy to specific cases.

In addition to the standing committees, ad hoc committees, elected or appointed, may be set up to undertake specific tasks.

**Section 1. General Organization****A. Eligibility**

Eligibility for membership on standing committees shall be limited, except as otherwise specified, to members of the faculty and educational administration who have general suffrage, part-time faculty having academic suffrage, and to students, other than freshmen, on designated committees. The qualifications and manner of selection of student representatives shall be determined by the Vassar student association, unless otherwise specified.

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No member of the faculty may serve simultaneously on more than one of the following committees unless specifically required to do so in the section of the By-Laws which follow: the faculty appointments and salary committee, the faculty policy and conference committee, and the committee on curricular policies. No faculty committee member shall, in general, be eligible for immediate reelection or reappointment to a standing committee unless specifically permitted in the statement describing a committee, except that one year replacements, whether appointed or elected, are eligible for reelection to a full term.

Should the rank of any faculty member change during a term of service on any committee for which the Governance mandates representation from specific academic ranks, and should the change in rank create a situation in which the composition of the committee is not as specified in the Governance, then that member shall no longer be eligible to serve. The Committee on Committees shall fill the vacated position by appointment or election, as appropriate.

For the purposes of representation on committees the departments of instruction shall be organized into three divisions: (1) arts and literature; (2) social sciences; (3) natural sciences and mathematics.

### **B. Elections and Appointments**

The elections officer of the committee on committees shall conduct the balloting for standing elective committees, in the following order:

1. After a separate nominating ballot and before other committee elections, the following shall be elected: members of the faculty appointments and salary committee and the faculty policy and conference committee, the chair of the committee on research, the faculty co-chair of the library committee, the chair of the faculty committee on admission and financial aid, and the chair of the committee on computing and educational technology.
2. After a second nominating ballot, members of all other standing elective committees shall be elected.
3. Members of Standing appointive committees, and their chairs if not already designated, shall be selected by the committee on committees.
4. Members of the faculty planning to be on leave for one semester or more of the succeeding year shall not be eligible for election or appointment to standing committees.
5. Members of the faculty under review for advancement in rank shall not be eligible for election or appointment to any position on a committee for which the Governance mandates election of or representation by members of specific rank(s) for that position.

### **C. Vacancies**

1. Replacement of individuals elected on the first balloting cycle (B1 above) because of promotions if serving on committees structured by rank, or because of leaves, resignations, or retirements, shall be done by a special election at the earliest possible date.
2. Other vacancies in elective committees occurring within the course of the academic year shall be filled by appointment by the committee on committees. In general such appointments shall be made for a year or until the next general elections.
3. Vacancies for a succeeding year created by leaves, resignations or retirements shall be filled by election when this can take place at the time of the regular elections.
4. Vacancies for delegates elected by another committee shall be selected by that committee.

**D. Principles of committee action:**

1. On each faculty elective and appointive committee a simple majority of its voting members shall constitute a quorum, provided that at least one-half of the faculty members are present.
2. Under ordinary circumstances an agenda shall be circulated to the members of a committee prior to a meeting.
3. Decisions shall be reached by majority vote of the members present, assuming a quorum is present.
4. A record of the essentials of each meeting's business shall be circulated to members as soon as is practicable after the meeting.
5. Each committee through its chair or secretary shall pass on its records to its successor for information and guidance.
6. Each committee shall report to the faculty as promptly as possible any important action or deliberation; it shall report from time to time on general policy within its jurisdiction.
7. Members of the faculty have a right to appear at a committee's meetings and present their views on the subject before it at such reasonable times as, upon request, the committee may appoint. During the deliberations of the committee no one has the right to be present except members of the committee. At its discretion, however, a committee may invite other members of the community to be present.
8. The chair shall call a meeting of the committee when requested to do so by one-third of its members.
9. It shall be clearly understood that student members of committees shall not have access to confidential information on their peers (e.g., admission records, academic records, family financial records). Each committee in which this is necessary shall work out mechanisms to maintain confidentiality.

**Section 2. Standing Committees**

The standing faculty committees shall consist of the following: (i) committees having advisory functions: the faculty appointments salary committee, the faculty policy and conference committee, the faculty compensation committee, the appeal committee, the committee on research, and the committee on computing and educational technology; (ii) committees having curricular functions: the committee on curricular policies, the committee on student records, the academic panel, and the library committee; (iii) the college committee on admission and financial aid and the committee on fellowships; (iv) committees having elective and appointive functions: the committee on committees; and (v) committees having special functions: the committee of house fellows.

**Section 3. Faculty Appointments and Salary Committee**

A. The faculty appointments and salary committee shall consist of three professors on indeterminate tenure, elected for three years, one member retiring each year and two associate professors on indeterminate tenure elected for two years. Upon promotion of an associate professor member, the promoted member shall serve on the committee until his/her replacement is elected. The chair shall be the professor with the longest service on the committee. No department may be represented by more than one member. Continuity of service on this committee is essential, so individuals accepting nomination to the committee should plan to serve a full term.

B. Except in the cases noted below, the faculty appointments and salary committee shall act as a whole upon appointments, reappointments, recommendations not to extend or reappoint, promotions to the ranks of

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assistant or associate professor, the granting of tenure and dismissal. The three full professors shall act alone in cases of promotion from associate to full professor, in tenure cases involving full professors and in all matters relating to individual salaries and to the salary scale. FASC will not act in cases of recommendations to extend an initial assistant professor contract and of recommendations for reappointments of two-year instructors.

C. The faculty appointments and salary committee shall advise the president and the dean of the faculty in accordance with the provisions of the Governance, (See The Educational Organization of the College: Part A: Art. I, Sect. 2A; Art. III, Sect. 2; Art. VII., Sect. 3; and Art. X, Sect. 3; Part B: Art. I, Sect. 2B; Art. II, 2A, B, and C; and Art. III, Sect. 3 and 5A; By-Laws of the Faculty: Art. I, Sect. 2B and D).

D. The faculty appointments and salary committee shall make written recommendations to the dean of the faculty and, after consultation with the dean, to the president upon all reappointments, decisions not to extend or reappoint, promotions, the granting of tenure, dismissal, individual faculty salaries and all questions affecting the salary scale. The faculty appointments and salary committee shall state in detail to the president the reasons for its recommendations which differ significantly from those made by the dean of the faculty.

E. It shall be understood that consultation with department chairs, as called for in The Educational Organization of the College: Part A, Art. I, Sect. 2A, shall take place after the relevant substantive evidence, including external evaluation, when this has been sought, has been considered by the president, the dean of the faculty and the faculty appointments and salary committee but prior to their final recommendation.

F. In the case of new appointments, at least one member of the faculty appointments and salary committee shall interview candidates for first appointments to rank above that of instructor; the committee shall submit its appraisal of the candidates in writing to the president and the dean of the faculty.

G. In the appointments of the dean of the college, the director of the library, the director of religious and spiritual life, the dean of freshmen and the dean of admission and financial aid, the faculty appointments and salary committee shall advise the president.

H. The faculty appointments and salary committee, or its individual members, shall be available for formal or informal consultation to the president, to the dean of the faculty, to the departments of instruction and to individual members of the faculty with respect to their rights, privileges and responsibilities. If the committee becomes aware of matters of concern to departments or individuals, it may initiate inquiry into such matters and recommend a course of action.

I. Any member of the faculty is free to consult informally any member of the committee as to matters within the province of the committee, without necessarily bringing his/her problem to the committee for formal action. The member of the committee so consulted may, at his/her discretion, with the consent of the member of the faculty who has consulted him/her, lay the matter before the committee as a whole.

J. The faculty appointments and salary committee, working with the faculty policy and conference committee, shall annually assess the performance of the president in a written report to the personnel committee of the board of trustees and shall discuss that report in a meeting with the committee. Normally the chair and incoming chair of the faculty appointments and salary committee and the chair of the faculty policy and conference committee shall attend the meeting, although at the discretion of the faculty committees other members may attend. In the preparation of the report, the faculty committees shall seek such information and advice from other faculty committees and individual faculty members as they wish, and shall be open to receive whatever information and advice faculty committees and individual faculty members may bring to them; to this end they shall announce to the faculty when the assessment is beginning. The report shall be filed with the faculty appointments and salary committee.

### **Section 4. Faculty Policy and Conference Committee**

A. The faculty policy and conference committee shall consist of three faculty members, one from each professorial rank (the professor shall be the chair), elected for three years, one member retiring each year; one budget member from the tenured faculty elected for three years; two additional faculty members, one from the

faculty appointments and salary committee and one from the committee on curricular policies, each selected by the faculty members of such committee and serving for one year with the possibility of renewable election in succeeding years. Upon promotion of an assistant or associate professor member, the promoted member shall serve on the committee until his/her replacement is elected.

B. The faculty policy and conference committee shall represent the faculty in relations with the trustees concerning substantial changes in educational policy and in terms and provisions of employment of the faculty.

C. The faculty policy and conference committee shall represent the faculty in relations with the trustees and administration to establish priorities for the allocation of resources for the operation, growth and development of the college. It shall evaluate the incorporation of these priorities in the operating and capital budgets.

D. The faculty policy and conference committee shall discuss matters of concern referred to the committee by faculty or administration; it may also initiate studies of its own. It may seek advice from, or refer specific matters to, other faculty committees.

E. The faculty policy and conference committee is responsible for considering revisions to the following sections of the *Governance*: the relations of trustees and faculty, the educational organization of the college, and the by-laws of the faculty, and for considering changes to the *Faculty Handbook*. Proposed changes to the *Governance* and the *Faculty Handbook* that are substantive in character shall be brought before the faculty for action. Minor changes that are intended solely to bring the documents into conformity with policy already approved by the faculty shall be reported to the faculty. Those changes that are objected to in advance by three faculty members shall be set down for faculty discussion; otherwise the faculty delegates to the committee the authority to make such adjustments. Changes that are purely editorial in nature – correction of grammar, typographical errors, and so forth - - may be made by the committee at its discretion. The provisions of this section supersede other provisions concerning amendment of the *Governance* with which they may be in conflict.  
Amended and approved by the faculty May 13, 2009.

F. The faculty policy and conference committee shall consider changes in housing policy.

G. The faculty policy and conference committee shall serve as the faculty's committee on conference with the trustees with the exception of conferences reserved in Art. II, Sect. 3 and Sect. 5 of the By-Laws of the Faculty to the faculty appointments and salary committee and the faculty compensation committee. (See Principles Underlying Relations of Trustees, Faculty and Students: Art. I, Sect. 3 and Sect. 6; Art. II, Sect. 2; and The Educational Organization of the College: Part A, Art. XIII; Part B, Art. IV.) It may invite other faculty committees to send representatives for particular conferences.

H. The faculty policy and conference committee working with the faculty appointments and salary committee, shall annually assess the performance of the president and the officers of the college in a written report to the personnel committee of the board of trustees and shall discuss that report in a meeting with the committee. Normally the chair and in-coming chair of the faculty appointments and salary committee and the chair of the faculty policy and conference committee shall attend the meeting, although at the discretion of the faculty committees other members may attend. In the preparation of the report, the faculty committees shall seek such information and advice from other faculty committees and individual faculty members as they wish, and shall be open to receive whatever information and advice faculty committees and individual faculty members may bring to them; to this end they shall announce to the faculty when the assessment is beginning. The report shall be filed with the faculty appointments and salary committee.

I. The faculty policy and conference committee shall serve as the faculty's committee on conference with the students.

## **Section 5. Faculty Compensation Committee**

A. The faculty compensation committee shall consist of the three professors of the faculty appointments and salary committee and the chair and budget member of the faculty policy and conference committee. The chair of the faculty appointments and salary committee shall serve as the chair of the faculty compensation committee.

B. The faculty compensation committee shall advise the president on the aggregate amount that is annually allocated to faculty compensation and, in cooperation with the faculty policy and conference committee and the committee on benefits, on the nature and magnitude of faculty insurance, pension and other benefits.

C. The faculty compensation committee shall have the right to report to and confer with the appropriate trustee committee in the event the faculty compensation committee's recommendation differs from that of the president.

D. The faculty compensation committee shall recommend general guidelines to the president, dean of the faculty and faculty appointments and salary committee for the distribution of salaries among ranks.

E. The faculty compensation committee shall make a report to the faculty after the conclusion of the process of allocation of faculty compensation.

## **Section 6. Review Committee**

A. Each review committee shall consist of three professors on indeterminate tenure appointed on an ad hoc basis by the committee on committees, convened for a particular case. The committee shall elect a chair from its membership.

B. Each review committee shall assure the review and hearing offered a faculty member recommended for dismissal for cause as provided in The Educational Organization of the College: Part B, Art. II, Sect. 2C. It shall also, when recommended so to do by the appeal committee, offer a hearing to a non-tenured faculty member who alleges that abridgment of academic freedom significantly contributed to a decision to terminate his/her appointment at its expiration, as provided in The Educational Organization of the College: Part B, Art. II, Sect. 2A. In such cases, the burden of proof shall rest with the faculty member for establishing the grounds upon which he/she bases his/her allegations. If he/she establishes a prima facie case, it is then incumbent upon those who made the decision so to terminate his/her appointment to present evidence in support of their decision.

C. The members of each review committee shall be appointed to serve for a specific review only and shall be persons not otherwise involved in the case. The committee shall be responsible for affording academic due process to an individual appearing before it, and shall base its findings of fact and its decisions solely on the record as reviewed.

## **Section 7. Appeal Committee**

A. The appeal committee shall consist of three members of the faculty on indeterminate tenure and two assistant professors. The term of service shall be two years. Two tenured members and one assistant professor shall retire in one year; one of each category of members shall retire in alternate years. No department chair shall serve on the committee and no department shall be represented by more than one member. No member of FASC may be elected to serve on the Appeal Committee in the year immediately following his or her retirement from FASC. The committee shall annually elect one of its tenured members as chair.

B. In the event of a member facing a conflict of interest in a particular issue before the appeal committee, the chair shall request the committee on committees to appoint an appropriate temporary substitute.

C. The appeal committee shall consider grievances brought to it by individual faculty members in matters of promotion, tenure and reappointment which fall into the following categories:

1. A faculty member on term appointment who alleges that abridgment of academic freedom, as defined in Principles Underlying Relations of Trustees, Faculty, and Students, Art. I, Sect. 1, significantly contributed to a decision to terminate his/her appointment at its expiration; or

2. A faculty member who alleges that a decision affecting his/her promotion, tenure or reappointment resulted from the failure to observe procedures prescribed by the Governance; or

3. A faculty member who alleges that a decision affecting his/her promotion, tenure or reappointment resulted from discrimination on the basis of age, race, color, religion, sex, sexual orientation, national or ethnic origin, or handicap.

D. The functions of the appeal committee with respect to grievances under (1) in paragraph C above shall be the following:

1. To make a preliminary determination concerning whether the allegation of abridgment of academic freedom properly falls within the scope of academic freedom as defined by the Governance; and

2. If the preliminary determination is affirmative, to recommend that the case be heard by a faculty review committee. In recommending that a case be heard by a faculty review committee, the appeal committee shall render no judgment concerning whether an abridgment of academic freedom has actually occurred.

E. The primary functions of the appeal committee with respect to grievances under (2) in paragraph C above shall be the following:

1. To determine whether the decision of the appropriate faculty body was the result of adequate consideration in terms of the relevant procedures defined by the Governance and elaborated in the Faculty Handbook; the term “adequate consideration” is understood to refer to procedural rather than substantive issues; however, “adequate consideration” does not refer to procedure only in a narrow sense, such as meeting deadlines, but also refers to the consideration of all available legitimate evidence, the exclusion of improper or irrelevant evidence, and adequate deliberation over the import of the evidence in the light of the relevant standards; it is understood that the appeal committee shall not substitute its judgment on the merits of the decision for that of the appropriate faculty body; and

2. To require reconsideration of the decision when the appeal committee believes the original consideration to have been inadequate. In such cases the appeal committee shall specify the deficiencies in procedure to be remedied.

F. The primary functions of the appeal committee with respect to grievances under (3) in paragraph C above shall be the following:

1. To review all the evidence in the case, if the issue remains unsettled after the appellant has informally consulted with the affirmative action officer of the college, and thereafter with the faculty appointments and salary committee;

2. To seek to settle the matter by informal means; and

3. If the matter remains unresolved, to make a formal recommendation to the president, citing the basis on which the recommendation is made. Should the resolution proposed by the president differ from the recommendation made by the appeal committee, the matter shall be transmitted by the president to the trustee committee on academic affairs. The decision of the trustee committee on faculty and studies shall be final.

## **Section 8. Committee on Research**

A. The committee on research shall consist of five faculty members. The chair shall be a tenured member of the faculty elected for three years. Three other tenured members of the faculty shall be elected for two years, one from each of the divisions. The fifth member of the committee shall be elected at large for two years from the non-tenured (tenure-track, lecturers, or visiting) teaching faculty with academic suffrage. Two of the four members on two-year terms shall retire each year.

B. The committee shall act in an advisory capacity to the president and the dean of the faculty in all matters pertaining to research leaves and shall also recommend to the faculty for action policies with respect to research leaves.

C. The committee shall advise the president and the dean of the faculty on policies concerning the application for, and the awarding of, college and other research funds.

D. The committee shall screen applications for outside awards requiring nomination by the college and shall advise the dean of the faculty regarding the merits of the applications.

E. The committee shall screen applications for designated college research funds and allocate them except when the award involves a contractual relationship between the awardee and the college. In these cases, the committee shall forward its recommendations to the dean of the faculty.

## **Section 9. Committee on Curricular Policies**

A. The committee on curricular policies shall consist of: the dean of the faculty (chair), the president, and the dean of studies; eight members of the faculty, two from each division and two multidisciplinary program directors (currently serving, or having served within the past six years), elected for two years one from each division and the programs retiring each year; four students from the student curriculum committee, one representing each division and multidisciplinary programs and one of whom shall ordinarily be the Academic Executive of the Vassar Student Association (VSA); and as non-voting members, the dean of freshmen, the registrar, and a professional librarian to be selected by the director of the library. No two divisional or multidisciplinary elected faculty members shall come from the same department or program. If a faculty member resigns from membership on the committee during his or her term, the Committee on Committees shall appoint a replacement from the same division. Amended by the faculty January 21, 2009.

B. The committee shall be responsible for the general educational policy of the college and all subsidiary curricular policies proceeding therefrom. Toward that end it shall initiate and study changes in policies, recommending to the faculty for discussion and decision significant new departures in policy.

C. To facilitate its deliberations, the committee shall:

1. Establish criteria that courses must meet in order to fulfill the quantitative analysis (QA) requirement, and establish a permanent sub-committee to oversee policy regarding the requirement. In consultation with departments and programs, the sub-committee shall designate which new courses meet the established criteria and review each QA course at least once every five years. The sub-committee is also charged with recruiting faculty to develop and teach quantitative analysis courses; supporting faculty wishing to share quantitative course materials; and assessing the effectiveness of Vassar's quantitative education program. In conjunction with the Faculty Director of the Learning and Teaching Center, the sub-committee shall convene an annual workshop of faculty teaching QA courses, or otherwise interested in quantitative education, in order to develop and maintain an ongoing discussion of the goals of quantitative education and the best possible means of fulfilling them. The sub-committee shall include the Dean of Studies and two elected faculty members of CCP. It may also include additional members of the faculty, or staff, or students, by the appointment of the Dean of the Faculty. Amended by the faculty May 16, 2007.

2. Form as many other permanent or temporary subcommittees (in such areas as privilege in election, the independent program, multidisciplinary studies, graduate study, exchange programs, foreign

study, teacher education, etc.) as it deems appropriate. Each fall the faculty shall be informed of the nature and composition of operating subcommittees.

3. Establish criteria to be met by all QA courses. A quantitative analysis (QA) course should provide students with a general facility in quantitative reasoning. A QA course should therefore address each of the aspects of quantitative reasoning described in the Vassar course catalog section on the QA requirement. Quantitative reasoning can be effectively studied in many academic disciplines and application contexts. Depending on the discipline, the term “quantitative reasoning” may be construed to include a variety of different activities, including (but not limited to): statistical analysis of data; deriving an equation; proving a theorem; manipulating expressions of formal logic; writing and analyzing a computer program; or conducting and analyzing a simulation. Depending on the application context, it may be appropriate for a QA course to include some non-quantitative material. Nevertheless, CCP will consider a course to fulfill the QA requirement only if a substantial majority of the course involves quantitative reasoning material as defined above.

Approved by the faculty May 16, 2007.

4. Delegate to the dean of the faculty applications of policy matters. On report of these applications, the committee may discuss and decide upon any application to which it objects.

5. Delegate, jointly with the dean of the faculty, to the dean of studies the administration of all matters pertaining to advising of students and to fulfillment of academic requirements for the bachelor’s and master’s degrees. The dean of studies shall chair appropriate subcommittees. The dean of studies and chairs of departments of instruction shall share responsibility for admission of graduate students.

D. A subcommittee of CCP shall advise the dean of the faculty regarding the authorization of tenure-track searches. The subcommittee shall consist of the four faculty members of CCP who are in the second year of their terms, together with a recent past chair of FASC and the current chair of FPCC. If there is no untenured member of CCP in the second year of his/her term, then the Committee on Committees shall appoint an untenured member of the faculty to the subcommittee.

Approved by the faculty January 21, 2009.

Significant changes in curricular offerings and those affecting offerings of other departments shall be reported to the faculty. Only those changes objected to in advance by three faculty members shall be set down for faculty discussion; otherwise the faculty delegates to the committee the application of faculty policy to specific offerings.

## **Section 10. Committee on Leaves and Privileges**

A. The committee on leaves and privileges shall consist of: the dean of studies (chair); four members of the faculty, one from each curricular division, appointed by the chair for two years, two retiring each year, and as a nonvoting member, the Assistant to the Dean of Studies.

B. The committee shall evaluate and decide upon student requests for academic leaves, based on policies of the faculty.

C. The committee shall also act on all student requests for variances from academic policy.

## **Section 11. Committee on Student Records**

A. The committee on student records shall consist of: the dean of studies (chair), the dean of freshmen (a voting member only when freshmen are under consideration); four members of the faculty appointed by the chair for two years, two retiring each year; and as a non-voting member, the registrar. No department may be represented by more than one member.

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B. On the recommendations of departments, the committee shall consider student academic records and make final decisions on the awarding of degrees with departmental honors. It shall recommend to the faculty the standards for general and departmental honors.

C. The committee on student records shall also recommend to the faculty the standards for continuance in the college. The committee shall consider and act upon the academic records of students whose standing is less than satisfactory. With the concurrence of the president, the committee is empowered to place on probation or dismiss students for unsatisfactory academic standing.

D. Appeals with respect to probation may be made to the dean of studies and reconsidered by the committee. Appeals with respect to dismissal are addressed to the academic panel.

### **Section 12. Academic Panel**

A. The academic panel shall consist of: the dean of studies (chair), three faculty members elected for two years, one and two retiring in alternate years; and three students. This panel shall review cases of academic dishonesty and shall be empowered to assess appropriate penalties.

B. The three faculty members shall also serve as a court of appeals for students who, because of their unsatisfactory academic standing, are recommended by the committee on student records, with the concurrence of the president, for dismissal. The senior member of this court shall serve as chair and shall report recommendations on appeals to the dean of studies and the president for final decision. Where necessary, when the student appeals his/her dismissal, the dean of the faculty shall replace temporarily missing members to review the case if the complete faculty academic panel cannot be convened.

### **Section 13. Library Committee**

A. The library committee shall consist of the director of the library (co-chair), the dean of the faculty, the dean of planning and academic affairs, one member of the library staff chosen by the professionally trained members of the library staff, five members of the faculty, no more than two from any division, elected for two years, two or three retiring each year, plus a faculty co-chair, who shall be tenured and shall be elected at large for a three-year term, and three students, one from each division. No department may be represented by more than one faculty member. One faculty member elected to membership on the committee on computing and educational technology shall also serve on the library committee.

B. After conferring with the committee on curricular policies, the library committee shall present to the faculty, for its approval, any major changes in policy with respect to the library as an educational unit of the college.

### **Section 14. College Committee on Admission and Financial Aid**

A. The college committee on admission and financial aid shall be composed of a faculty subcommittee, a student subcommittee and representatives from the college administration. The dean of admission and financial aid and the chair of the faculty subcommittee shall serve as co-chairs of the committee. The subcommittees shall meet separately from time to time and may present issues for discussion to the committee.

1. The faculty subcommittee shall consist of five faculty members: the faculty co-chair, a tenured member of the faculty elected at large for a three-year term; three divisional representatives, one from each division, elected for two-year terms, one or two retiring each year; and the faculty athletics representative. In conformity with the rules of the National Collegiate Athletics Association, members of the department of athletics and physical education may not serve on this committee.

2. The student subcommittee shall consist of five students, including at least one freshman.

3. The five administrative representatives shall be the dean of admission and financial aid (co-chair), the director of admission, the director of financial aid, the director of the intercultural center and the

dean of freshmen.

B. The committee shall consider all topics relevant to the college's practice, standards, and policies of admission and financial aid broadly construed.

C. The committee shall: (1) act as a forum for the discussion of issues and policies related to admission and financial aid, (2) act as a conduit for the flow of information among the faculty, the student body, and the administration concerning these issues, (3) present for approval to the faculty changes in standards and policies regarding admission and financial aid which are relevant to educational policy. Any policy changes approved by the faculty shall be submitted to the trustees for final approval.

### **Section 15. Committee on Fellowships**

A. The committee on fellowships shall consist of the dean of studies (chair) and seven members of the faculty elected for two years, at least two from each division, three members retiring each year. No department may be represented by more than one elected member.

B. The committee shall award the income of college fellowships, except those for which a special procedure has been prescribed. It shall receive reports from the fellows on the progress of their work and shall also be responsible for reviewing the adequacy of the college's information on external fellowships and scholarships and means for advising students about them.

### **Section 16. Committee on Committees**

A. The committee on committees shall consist of the dean of the faculty, and four members of the faculty two of them tenured, elected for two years with two retiring each year. The committee shall elect a tenured member chair and a second member to be the elections officer who shall conduct the balloting for standing elective committees. The faculty members of the committee may meet to discuss appointments before meeting with the dean of the faculty. The dean of the faculty shall not participate in meetings of the committee on committees held to make appointments to the appeal committee or to a review committee.

B. The committee on committees shall choose, after the results of elections to committees have been announced, all other committees. It shall select faculty representatives on ad hoc committees when so authorized by the faculty. It shall also appoint the college marshal for a five-year term, and a faculty representative to the seven-college conference for a two-year term. Vacancies occurring in elective standing committees during the academic year shall be filled by the committee except as specified in Section 1 of this Article II. Invitations to serve on committees shall be made by the dean of the faculty with the exception of invitations to serve on the appeal and review committees which shall be extended by the chair of the committee on committees.

C. In making appointments, the committee on committees shall consider where appropriate such criteria as departmental divisions, gender balance, minority representation, the balance between tenured and untenured members, and the representation of new faculty and shall act in accordance with the requirements on committee structure laid out in the Governance descriptions of such committees. Ordinarily, the committee shall not invite to further service faculty who are serving as chairs of departments or programs or on other committees.

D. The committee on committees shall be charged with responsibility for periodic review of the faculty committee structure and shall bring to the faculty recommendations for changes as the need arises.

E. The committee shall act to ensure continuity in committees where simultaneous retirements take place; ordinarily this is done by extending the term of one member.

F. All records of the Committee on Committees shall be collected annually in a permanent file in the Dean of the Faculty office.

(Amended by the faculty October 8, 1997).

### **Section 17. Committee of House Fellows**

The committee of house fellows shall consist of all the house fellows, one of whom it shall elect as chair. The committee shall serve as the faculty's consultant to the board of house presidents of the Vassar student association.

### **Section 18. Committee on Housing**

There shall be a housing committee of three members of the faculty, elected by the faculty for a term of three years (one member initially serving a one year term and one member initially serving a two year term), two of whom shall be tenured and one untenured. The function of this housing committee shall be:

1. To perform functions specified in Part B, Section VI of the Faculty Handbook.
2. To hear appeals from the application and interpretation of the relevant policies, and to make its recommendations to the appropriate administrative officer.

### **Section 19. Committee on Academic Technologies**

A. The committee on academic technologies shall consist of four elected members of the faculty, one from each division including the multi-disciplinary programs; up to two faculty members appointed jointly by the Dean of Faculty and the Dean of Planning and Academic Affairs, in consultation with the Vice President for Computing and Information Services; a representative from Academic Computing Services; a professional librarian appointed by the director of the libraries, and a member of the student body. Elected faculty shall serve a three-year term and may not be elected to more than 2 consecutive terms. Appointed faculty shall serve for a length of time established at the time of appointment but typically no less than a year and no more than three years. The committee shall select a chair annually from the faculty members on the committee.

B. It is the responsibility of the committee to develop and recommend policy related to academic and educational technologies; to gather information from faculty and students about instructional technology needs and initiatives and serve as advocates for those needs; and to solicit ideas from and inform faculty and students of new initiatives related to instructional technology. It shall consult regularly with the Classroom Committee, the Library Committee, Computing and Information Services (especially Academic Computing Services), and other relevant groups as needed to carry out these duties.

C. The Dean of the Faculty, the Dean of Planning and Academic Affairs, and the Vice President for Computing and Information Services shall consult regularly with the Committee on Academic Technologies on technological needs and initiatives related to the educational mission of the College. They shall attend meetings of the committee at the committee's request.

Approved by the faculty April 15, 2009.

### **Section 20. Committee on Assessment**

A. The committee shall consist of three faculty members elected by the faculty, one from each division of the curriculum, for a term of one year. The dean of the faculty and the institutional research officer shall be ex officio members of the committee. The chair of the committee shall be elected from among the three faculty representatives.

B. The committee shall examine and evaluate the practices in place to achieve the college's educational goals as stated in its mission statement and elsewhere. Each year it shall investigate topics that bear on the achievement of the college's stated goals and also address over a ten-year period all of the "Standards for Accreditation" published by the Middle States Commission on Higher Education. The results of this investigation shall be presented to the faculty at the end of each academic year and shall contribute to the material presented to the Middle States accreditation committee every ten years. The committee shall also make suggestions to the appropriate bodies about ways to bring the college's practices and its goals into closer alignment.

C. The topics for investigation in the following year shall be chosen by the committee before the election of the following year's committee

### **Article III. Amendment**

All provisions of these By-laws may be amended by a two-thirds vote of the faculty after consultation with the president, except for Article II which may be amended by a simple majority vote with the concurrence of the president and after conference with the appropriate representatives of the student body in the event of proposed amendments to sections describing committees of which students are members. Proposed amendments to these By-laws shall be transmitted to the trustee executive committee for its information. The faculty shall not act on amendments at the meeting in which they are first discussed.

## **Joint Administration-Faculty Committees**

### **Article I. Organization and Membership**

#### **Section 1. Organization**

All joint administration-faculty committees shall be established by the decision of the president and may be terminated or their duties amended by him/her after consultation with the appropriate bodies.

#### **Section 2. Membership**

All administration members shall be appointed by the president. All faculty members shall be appointed by the faculty committee on committees, unless otherwise specified.

### **Article II. Standing Committees**

#### **Section 3. Committee on Priorities and Planning**

The committee on priorities and planning shall consist of the president, the other senior officers of the college, the faculty compensation committee, the budget member of the faculty policy and conference committee (FPCC), an assistant professor elected at large for three years, the dean of admission and financial aid, the budget director, the assistant to the president, and the associate dean of the faculty.

#### **Section 4. Committee on Benefits**

A. The committee on benefits consists of three administrators appointed by the president and three faculty members: the budget member of the faculty policy and conference committee (FPCC); an assistant professor elected at large for three years, who will also sit on the committee on priorities and planning (P&P) for the term of his or her membership on the committee on benefits; and a senior member of the faculty who has served on P&P within the previous five years, appointed by the committee on committees for a term of three years. A member of the human resources staff sits on the committee as an ex officio member. The committee is chaired by the vice president for finance and administration.

B. The committee shall be advisory to the president and the board of trustees. It shall regularly review the policies concerning benefits the college provides to faculty and administrators, including pre- and post-retirement insurance, pension, and other benefits. It shall consider and propose changes to those benefits to ensure that they are responsible to employees' needs as well as the college's financial situation and they are in keeping with the range of benefits at peer institutions. It shall also periodically review plans offered by insurance carriers and pension managers to identify the best available options. The committee shall consult with the faculty compensation committee about any changes to benefits that affect the overall compensation of the faculty, as well as with the relevant branches of the administration.

## **Joint Administration-Faculty-Student Committees**

### **Article I. Organization and Membership**

#### **Section 1. Organization**

All joint administration-faculty-student committees shall be established, amended or terminated by the president after consultation with the appropriate bodies. The standing joint committees shall be the committee on master planning, college regulations committee, college regulations panel, advisory council on religious and spiritual life, campus investor responsibility committee, and the equal opportunity and affirmative action advisory committee.

#### **Section 2. Membership**

All administration members shall be appointed by the president. All faculty members shall be appointed by the faculty committee on committees, unless otherwise specified. All student members shall be designated by the Vassar student association or as otherwise determined by it.

### **Article II. Standing Committees**

#### **Section 1. Committee on Campus Master Planning**

A. The committee on campus master planning shall consist of the vice president for finance and administration (chair), the dean of planning and academic affairs, three faculty members elected to three year terms one representative from each of the three divisions, with (one retiring each year), and three students (elected or appointed as determined by the Vassar Student Association). In addition the committee shall include, ex officio, the director of buildings and grounds, the director of capital projects and facilities planning, the director of disabilities services, an associate dean of the faculty, the director of academic facilities planning, the vice president for computing and information services, the director of residential life, and the sustainability coordinator.

Amended November 5, 1997, February 18, 2009.

B. The committee shall formulate, and revise when necessary, a master plan for the development of the campus. The committee shall also provide a forum for the review and discussion of current issues and longer-range plans for the maintenance and improvement of buildings and grounds.

C. The committee advise the president, and through the president, the executive committee and the committee on buildings and grounds of the board of trustees on material matters of policy.

#### **Section 2. Committee on College Life**

A. The committee on college life shall consist of the dean of the college (chair); the dean of studies; the dean of students; the associate dean of the college for campus community; the associate dean of the college/director of campus activities; the dean of freshmen; two faculty members, elected by the faculty to staggered two-year terms; the chair of the committee of house fellows; the chair of the board of house presidents; the president of the Vassar Student Association; the student assistant to the president; and four students elected to represent the four classes.

B. The committee shall review academic and residential policies as they affect students.

C. The committee shall review and recommend to the president revisions of all college regulations (as distinct from academic and library regulations). These presently encompass, for example, identification (ID cards),

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bicycles, firearms, smoking, fire regulations, motor vehicles, drugs, demonstrations, student work program, and infirmary regulations. The committee shall be given emergency powers for setting regulations for the college community to comply with existing local, state, and federal laws.

D. The committee shall serve as liaison, through the president and the dean of the college, between students and the board of trustees. The committee shall meet with the trustee student affairs committee when that committee convenes on campus.

### **Section 3. College Regulations Panel**

A. The college regulations panel shall consist of one administrator appointed by the president, two faculty members, and four students. The faculty shall be chosen from current faculty house fellows as well as any other faculty members who volunteer for College Regulations panel service during the previous spring elections cycle.

B. The panel shall hear cases involving infractions of college regulations (other than academic or social).

### **Section 4. Campus Investor Responsibility Committee**

A. The campus investor responsibility committee shall consist of two alumnae/i, two students, two faculty, and two administrators, each chosen or appointed by the relevant constituency. Each constituency may also be represented by an alternate.

B. The committee shall recommend votes on social action proxies, before companies represented in the college portfolio, to the trustee investor responsibility committee. It shall also study broader investor responsibility issues and make recommendations to the trustee committee.

### **Section 5. The Advisory Committee for Equal Opportunity and Affirmative Action**

A. The equal opportunity and affirmative action committee shall consist of the equal opportunity and affirmative action officer and the faculty director of affirmative action (co-chairs); one member of the teaching faculty or the staff of professional librarians, appointed by the president in consultation with the dean of the faculty and the faculty appointments and salary committee; the director of human resources; two member of the staff appointed by the president; and two students Selected by the student body and appointed by the president. The term of appointment shall be for two years. The president and the dean of the faculty shall be ex officio members.

B. The equal opportunity and affirmative action committee shall advise the equal opportunity and affirmative action office, assess and review equal opportunity and affirmative action policies and procedures, consider programs to implement such policies, and conduct a yearly review of the college's affirmative action efforts and achievement of college affirmative action goals.

C. The committee shall meet on a regular basis throughout the academic year, at least twice a semester and shall issue a report of its activities to the president and the college community at the beginning of each academic year.

## **Section 6. College Committee on Sustainability**

A. The college committee on sustainability shall consist of the college sustainability coordinator (chair); two members elected from the faculty; one student elected by the Vassar Student Association; one representative from the alumnae/i; and one representative from each of the following offices: buildings and grounds, computing and information services, purchasing, development, and dining services.

B. The committee shall act as a forum for the discussion of administrative and educational policies that foster a sustainable interaction between human beings and the natural environment. It shall present for approval to the faculty policies that are related to educational policy and be advisory to the president on administrative policies. Any policy changes approved by the faculty shall be submitted to the trustees for final approval.

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