

ARTICLES OF GOVERNMENT

BOOK I

Wellesley College
September 2011

TABLE OF CONTENTS

ARTICLE I. GOVERNMENT OF THE COLLEGE	1
Section 1. The President	1
Section 2. Administrative Officers	1
Section 3. Student Government	1
ARTICLE II. THE ACADEMIC COUNCIL	1
Section 1. Membership	1
Section 2. Powers and Duties	3
ARTICLE III. MEETINGS OF THE ACADEMIC COUNCIL	3
Section 1. Privileges	3
Section 2. Time of Meetings	3
Section 3. Order of Business	3
Section 4. Rules of Order.....	4
Section 5. Special Rules of Order.....	5
Section 6. Special Meetings	6
ARTICLE IV. DEPARTMENTAL AND EXTRADEPARTMENTAL INSTRUCTION	6
ARTICLE V. COMMITTEES OF THE ACADEMIC COUNCIL	6
Section 1. General Committee Regulations	6
Section 2. Academic Review Board.....	8
Section 3. Board of Admission.....	9
Section 4. Advisory Committee to the Committee on Faculty Appointments.....	11
Section 5. Agenda Committee.....	13
Section 6. Appeals, Board of.....	14
Section 7. Budgetary Affairs, Advisory Committee on.....	15
Section 8. Curriculum and Academic Policy, Committee on.....	17
Section 9. Diversity Coalition	19
Section 10. Educational Research and Development, Committee on	19
Section 11. Extramural Graduate Fellowships and Scholarships, Committee on.....	21
Section 12. Faculty Appointments, Committee on	21
Section 13. Faculty Awards, Committee on.....	24
Section 14. Faculty Benefits, Committee on.....	25
Section 15. Financial Aid, Committee on	26
Section 16. International Study Committee	27
Section 17. Lectures and Cultural Events, Policy Committee for	28
Section 18. Medical Professions Advisory Committee	29
Section 19. Merit, Advisory Committee on	30
Section 20. Minority Recruitment, Hiring and Retention, Advisory Committee on	31
Section 21. President's Advisory Council	31
Section 22. Problem Referral Procedure for Faculty, Review Committee for the.....	32
Section 23. Advisory Committee on Library and Technology Policy	32
ARTICLE VI. COMMITTEES OF THE BOARD OF TRUSTEES WITH FACULTY/ STUDENT MEMBERS	33
Section 1. Committee on Landscape and Buildings	33
Section 2. Finance Committee.....	33
Section 3. Investment Committee	34
Section 4. Committee on Student Life	34
Section 5. Trustee-Faculty Committee on Academic Affairs.....	34
Section 6. Committee on Admissions and Financial Aid	34
Section 7. Wellesley Development and Outreach Council.....	34
Section 8. Members	34
Section 9. Other Committees.....	34

ARTICLE VII. JOINT COMMITTEES AND ORGANIZATIONS	34
Section 1. Alumnae Council	34
Section 2. Honor Code Council	34
Section 3. Martin Luther King, Jr., Memorial Committee	35
Section 4. Honor Code Hearing Review Panel	35
Section 5. Seven-College Conference	35
Section 6. M.I.T. Liaison Committee	35
Section 7. Chaplaincy Policy Committee	35
ARTICLE VIII. DEPARTMENT ORGANIZATION	36
Section 1. Committees	36
Section 2. The Chair	38
Section 3. Appeals	38
ARTICLE IX. FACULTY APPOINTMENT POLICIES	38
Section 1. Conditions of Appointment	38
Section 2. Qualifications for Rank	39
Section 3. Length of Terms	41
Section 4. Notifications	42
Section 5. Interdepartmental Appointments	42
Section 6. Process of Evaluation for Reappointment, Promotion, and Tenure Decision	43
Section 7. Term Appointments (Faculty Ineligible for Tenure)	47
Section 8. Appeals	48
Section 9. Other Articles of Government Describing Procedures	48
ARTICLE X. PROMOTION POLICIES	49
ARTICLE XI. TENURE PROVISIONS	50
Section 1. Definition	50
Section 2. Acquisition of Tenure	50
Section 3. Termination of Appointment After Tenure is Received	50
Section 4. Change in the Basis of Tenure	51
ARTICLE XII. SABBATICAL LEAVE POLICY	51
Section 1. Purpose	51
Section 2. Eligibility for the Initial Sabbatical Leave	52
Section 3. Form of Grant	52
Section 4. Application and Report	52
Section 5. Administrative Officers	53
ARTICLE XIII. EARLY LEAVE POLICY	53
Section 1. Purpose	53
Section 2. Eligibility	53
Section 3. Stipend	54
Section 4. Application and Report	54
ARTICLE XIV. PENSION, SICK LEAVE, INSURANCE, HOME OWNERSHIP PROGRAMS	55
ARTICLE XV. OTHER LEAVES	55
Section 1. Unpaid Leaves	55
Section 2. Parental Leaves	55
Section 3. Professional Development Leaves	55
Index	56

ARTICLES OF GOVERNMENT

BOOK I

ARTICLE I. GOVERNMENT OF THE COLLEGE

Section 1. The President

The President of the College, who shall be the chief executive officer, shall be appointed by the Trustees and shall hold office for such time as the Trustees may determine. It shall be the duty of the President to preside at meetings of the Academic Council; to act as the medium of communication between the Trustees and the Council and the faculty and all other persons in the service of the College; to recommend to the Trustees appointments of officers of administration; to notify all persons appointed or reappointed by the Trustees or Executive Committee; to appoint (or remove) all other agents needed for the administration of the College and determine their duties and salaries except as otherwise provided; to keep acquainted with all the affairs and interests of the College; and to exercise supervision over all its departments. The President shall prepare or have prepared the annual Catalogue of the College and shall present annually to the Trustees a report upon the condition of the College with an account of the work of the year and any recommendations which may seem to be expedient.

Section 2. Administrative Officers

There shall be a Dean of the College, the second officer of the institution, and such other administrative officers as the Trustees shall appoint on recommendation of the President. Their duties shall be defined by the President, in consultation with the Trustees.

Section 3. Student Government

The Wellesley College Government Association is the formal organization of Wellesley students. The Senate is in charge of the executive and legislative work of the College Government Association. (For details, see College Government Handbook.)

ARTICLE II. THE ACADEMIC COUNCIL

Section 1. Membership

A. The voting membership of the Academic Council shall consist of

1. The President
2. The Deans
3. Members of the teaching faculty on full-time appointment excluding the visiting professors in their first or second year of service.
4. Members of the teaching faculty on regular part-time appointment to whom shall be extended the rights and privileges of full-time faculty except where stated
5. Faculty on term appointments after their second consecutive year of service
6. Full-time instructors in science laboratory, and part-time instructors in science laboratory after their second consecutive year of service

(Article II, Section 1, continued)

7. The following members of the administration:
 - a. The Vice President for Administration and Planning
 - b. The Vice President for Finance and Treasurer
 - c. The Vice President for Resources and Public Affairs
 - d. The Vice President for Information Services
 - e. The Dean of Admission
 - f. The Registrar
 - g. The Librarian
 8. One student representative, based on seniority, from each of the twelve Academic Council committees on which students vote. Each student may vote only on those issues which originate in the committee on which she serves.
 9. Members of the faculty and the administration who are eligible to be voting members of the Academic Council may, at the start of each academic year, decline such membership. Eligible members who do not decline will be included among the voting members.
- B. In addition, the following are nonvoting members of the Academic Council:
1. Faculty on term appointments who are in their first or second year of service
 2. The College Archivist and three Library and Information Services staff members at the managerial level
 3. The Editor of the Alumnae Magazine
 4. The Executive Director of the Alumnae Association
 5. Two Heads of House (elected by the Heads of House)
 6. The Director of the Wellesley Centers for Women
 7. Part-time instructors in science laboratory who are in their first or second year of service
 8. Other administrative officers, not to exceed twenty-four, as named by the President and approved by Academic Council
 9. Nine College Government cabinet members, four block senators elected by the Senate of College Government, and three rotating seats available to students-at-large to insure adequate representation and communication. These student-at-large members will submit their names to the Office of the Coordinator of Academic Council prior to each Academic Council. No student member may attend meetings of Academic Council which are announced in advance as Executive Sessions.
- C. Other officers of instruction and administration may be given this responsibility by vote of the Trustees. In practice it is given on recommendation of the Academic Council or the Committee on Faculty Appointments.

(Article II, Section 1, continued)

- D. A faculty member of Academic Council appointed by the President shall serve as the Parliamentarian of Academic Council. The Parliamentarian shall assist the President in ensuring that the proceedings of Academic Council are conducted in accordance with the provisions set out in Articles of Government, Book I, Article III. The Parliamentarian shall consult with committees and individual members of Academic Council on matters concerning the rules of order, the introduction and wording of motions, and the interpretation of Articles of Government. The Parliamentarian shall serve as a non-voting member of the Agenda Committee. The normal term of service for the Parliamentarian shall be five years.

Section 2. Powers and Duties

The Academic Council within the limits set by the Bylaws of the College shall determine policy relating to the academic, social, and religious life of the students. In cooperation with the Trustees, it shall fix requirements for admission and for degrees and approve the courses of instruction. It shall hold eight or more meetings during each academic year, and whenever called together by the President, or at the request of any three members.

ARTICLE III. MEETINGS OF THE ACADEMIC COUNCIL

Section 1. Privileges

All persons attending meetings of the Council are free to speak and present motions whether they vote or not. There shall be no separation of voting and nonvoting members in the seating of the Council room.

Section 2. Time of Meetings

All afternoon meetings of the Academic Council shall close not later than six o'clock unless a motion to adjourn is voted down.

Section 3. Order of Business

- A. Minutes
- B. Reports
 - 1. Committees
 - a. Standing
 - b. Special
 - 2. Administrative Officers
- C. Interpellation of committees and officers
- D. Announcements of motions to be considered at later meetings
- E. Unfinished business
- F. New business
- G. Announcements
- H. Adjournment

Section 4. Rules of Order

- A. Quorum. One-third of its voting membership (excluding members on leave) shall constitute a quorum at any meeting.
- B. Session. The term session, whenever used in these rules, shall be understood to mean all the meetings of the academic year.
- C. Motions.
 - 1. Ordinary Procedure
 - a. Debatable
 - b. Can be amended
 - c. Can be reconsidered
 - d. Passed by majority of votes cast
 - e. Require a second
 - f. Not in order when a member has the floor
 - g. May not be displaced by another motion
 - h. Cannot be withdrawn after being amended or voted on
 - 2. Exceptions to (1)
 - a. Motions which are undebatable
 - Adjourn
 - Appeal
 - Call to order
 - Close debate and proceed to vote
 - Informal debate
 - Lay on the table
 - Limit debate
 - Objection to considering a question
 - Reconsideration of an undebatable motion
 - Take from the table
 - Withdrawal of a motion
 - b. Cannot be amended
 - Adjourn
 - Amendment of an amendment
 - Appeal
 - Call to order
 - Lay on the table
 - Objection to consideration of a question
 - Take from the table
 - Withdrawal of a motion

(Article III, Section 4, continued)

- c. Cannot be reconsidered
 - Adjourn
 - Lay on the table (when an affirmative vote)
 - Reconsider
 - Take from the table (when an affirmative vote)
 - d. Require a two-thirds vote
 - Amend the rules
 - Close debate and proceed to vote
 - Limit debate
 - Objection to consideration of a question
 - Special order
 - Recommend granting of degrees
 - e. Do not require a second
 - Call to order
 - Objection to consideration of a question
 - f. In order when a member has the floor
 - Appeal
 - Call to order
 - Objection to consideration of a question
3. Amendments, of these forms
- a. Add or insert
 - b. Strike out
 - c. Strike out and add or insert
 - d. Substitute another motion
 - e. Divide the question
4. In general, no motion (except to adjourn) that has been voted on can be brought up again during the same session, except by a motion to reconsider. But this rule does not prevent the renewal of subsidiary motions if the question has in any way changed.

Section 5. Special Rules of Order

- A. An amendment to the Articles of Government shall not be voted upon at the same meeting at which it is presented. For adoption, the amendment must be approved by a majority of members present at the meeting at which the vote is taken.
- B. Amendments to the rules of order require previous notice as well as a two-thirds vote.
- C. The Committee on Curriculum and Instruction shall, in the spring semester of each year, present to the Academic Council the curriculum for the following academic year. A two-thirds vote of members present shall be required for approval of the curriculum, and the vote on the curriculum shall not be taken on the same day in which the curriculum is presented to Academic Council.

(Article III, Section 5, continued)

- D. The Academic Council delegates to the Committee on Curriculum and Instruction the power to approve some amendments to the curriculum that arise after the curriculum has been presented and approved. These delegated amendments include new courses, topics and descriptions, designation of courses as fulfilling specific distribution requirements, changes to directions for election and requirements for honors in the major, and lists of related courses to department and interdepartmental majors. Amendments not in these categories must be brought by the Committee on Curriculum and Instruction to the Academic Council for its approval by the voting process described above.
- E. A two-thirds vote of members present shall be necessary to recommend for the B.A. degree any student who has not met the full requirement for that degree.
- F. Robert's Rules of Order shall be used for reference, but no change in or addition to the preceding rules shall be made except by vote of the Council.
- G. The agenda, reports of committees, and minutes of the Academic Council shall be made public except in the case of executive sessions of the Council.

Section 6. Special Meetings

The Council recommends that the President occasionally call a general meeting for informal discussion of matters of broad interest to the College to which might be invited at the President's discretion, in addition to the Academic Council, such others as might be appropriate. Sense of the meeting votes may be taken if desirable.

ARTICLE IV. DEPARTMENTAL AND EXTRADEPARTMENTAL INSTRUCTION

The academic departments and the extradepartmental courses and programs authorized by the Trustees are listed in the table of contents of the Catalog.

ARTICLE V. COMMITTEES OF THE ACADEMIC COUNCIL

Section 1. General Committee Regulations

- A. The ultimate authority for all standing committees derives from Academic Council, to which important issues of policy should be referred in the course of committee work.
- B. The President shall be ex officio a member of all standing committees, except the Board of Appeals.
- C. Normally no two members of a single department shall serve on any committee simultaneously.
- D. Normally a faculty member shall not be required to serve simultaneously on more than one committee of Council.
- E. Normally no member shall serve as chair of the same committee for more than two years. This provision shall not apply to such committees as have a chair ex officio.
- F. Normally at least one year (in the case of the Committee on Faculty Appointments four years) must elapse before a retiring member of a committee may be eligible to serve on it again, except any person who has served for only one year shall be eligible for immediate reelection for a maximum of an additional two-year term.

(Article V, Section 1, continued)

- G. Vacancies on standing committees caused by absence of members after the end of an academic year may be filled for one year by the committee concerned. Such appointments shall be cleared through the Agenda Committee and shall be reported to the Council.
- H. All standing committees, except the Board of Appeals and the President's Advisory Council, shall submit a written report to the Academic Council at least once a year, usually early in the academic year.
- I. When, during the course of the year, changes in a faculty member's responsibilities indicate its desirability, a request may be made to be replaced in a committee assignment. The Agenda Committee is authorized to evaluate the request, and to follow the procedure normal for the committee in question to select a replacement.
- J. Faculty members of standing committees shall be elected by the Academic Council in the spring and shall enter upon their duties at the beginning of the next academic year.
- K. It shall be the joint responsibility of committee chairs and the Agenda Committee regularly to review the work of committees with respect to the definition of their functions, the relation between functions of various committees, and the continuing usefulness of any particular committee, and to recommend changes to Academic Council whenever appropriate.
- L. The three groups of departments referred to below are understood to be Humanities - Group A, Social Sciences - Group B, and Science and Mathematics - Group C. For purposes of voting and committee representation, the Extradepartmental program of Theatre Studies shall be considered to be in Group A (Humanities); Education, Physical Education and Athletics, History, Philosophy, Religion in Group B (Social Sciences); and Computer Science to be in Group C (Science and Mathematics).
- M. The Academic Council in May 1970 voted to establish a policy which would ensure Black representation on Council.
 - 1. Selection of Black representatives shall be supervised by the Black Task Force. Positions to ensure Black representation may not affect or be affected by the election or appointment of Blacks by other means. Further, Black committee members shall have all the rights, duties, and obligations of other members of each committee.
 - 2. Selection of Black representatives for the Committee on Faculty Appointments and the Board of Appeals shall be conducted by mail ballot, listing all eligible candidates, to all Black faculty. Faculty, administrators, and students who serve as Black representatives to all other committees shall be appointed by agreement of the active membership of the Black Task Force.
 - 3. One position shall be added to each of the standing committees of council. However, each committee shall continue to be composed of the same categories of membership (faculty, administrator, or student) as are presently the case. Normally the Chair of the Black Task Force will serve as the Black Task Force representative on the Agenda Committee.
 - 4. The term of office of a Black faculty member or student selected by the Black community shall be the same as the term for a regular faculty or student representative on that committee.
 - 5. The term of office of a Black administrator selected by the Black community shall be the same as that of a regular faculty representative on that committee.
 - 6. On those committees where the requisites of membership cannot be presently met by members of the Black community, the position will be created now, but not implemented, until the requisites can be met. These committees should provide for periodic Black input.

(Article V, Section 1, continued)

7. The Black community shall have the option of not implementing this legislation with respect to particular committees listed. However, notification shall be given to the Agenda Committee of Academic Council concerning the exercise of this option for a given year.
 8. Each committee shall, through the Agenda Committee of the Academic Council, advise the Black Task Force regarding the membership category (faculty, administrator, or student) from which the Black representative should most ideally be selected relative to a given committee's balance of membership.
- N. Faculty members elected to a committee are, normally, expected to serve the full number of years of this committee assignment, whether or not those years are served consecutively. However, a member absent during the final year of a committee assignment will be replaced by a member elected to a full term.
- O. Ballots for electing faculty members to committees shall be sent to all voting members of Academic Council, unless another procedure is specified by legislation.
- P. Anyone who proposes to form an ad hoc committee which would include faculty from more than one department as members shall notify the Agenda Committee of the proposed committee with as much indication as possible of its anticipated membership and length of service.

Section 2. Academic Review Board

- A. Membership¹: Faculty - 6, Administration - 7, Students - 4
- B. Qualifications:
1. Faculty: Two representatives appointed by the Agenda Committee from each of the three groups of departments.
 2. Students: one representative each from sophomore, junior and senior classes and one Davis Scholar.
- C. Selection:
1. Faculty: Appointed by the Agenda Committee.
 2. Administration: Dean of Students, Class Deans, Dean of Continuing Education, Registrar (nonvoting)
- D. Term: Three years
- E. Chair: Dean of Students
- F. Function:
1. Act upon proposals submitted by students for special plans of academic work which involve exceptions to existing legislation and normal procedures.
 2. Evaluate records of all students not of diploma-grade standing.
 3. Set terms of exclusion from or continuation in College of students not of diploma-grade standing.

¹Committee membership listed does not include the representative provided for in Article V, Section 1, M.

(Article V, Section 2, continued)

4. Act upon applications for readmission.
5. Act upon faculty requests for grade changes.
6. Make recommendations to Academic Council regarding changes in policy when the recurrence of a number of similar special cases indicates the need for review of policy.
- G. Authority: Act with power regarding requests for exceptions to existing legislation and normal procedures as specified in Section F. Items 1-6.
- H. Operations:
 1. No student shall participate in the evaluation of student records or of applications for readmission to College.
 2. The Board shall invite to its meetings as consultants without vote such persons as a faculty member involved in the case of a particular student, the Director of International Studies, First-Year Student Advisors, College Medical Officers.
 3. Students and faculty members shall be entitled to appear in person before the Board whenever matters of particular concern to them are under discussion.
 4. The Registrar shall serve as Secretary to the Board.
- I. Reporting: The Board shall report annually to Academic Council.

Section 3. Board of Admission

- A. Membership: Faculty - 12, Administration - 7, Students - 12 (8 on the Board of Admission, plus 3 international students to serve on the Subcommittee on Admission of International Students, and 1 Davis Scholar to serve on the Subcommittee on Admission of Davis Scholars.), and Admission Office Counseling Staff. Ordinarily the student members shall be appointed for two year terms at the beginning of their junior year.
- B. Qualifications: Faculty - 4 representatives appointed from each of the three groups of departments, including 3 faculty with experience abroad to serve on a Subcommittee on International Student Admission.
- C. Selection:
 1. Faculty:
 - a. Appointed by the Agenda Committee
 - b. One-year vacancies shall be filled preferably from among persons who have served previously on the Board.
 2. Administration: Including the President or her deputy, the Dean of the College or the Dean of the College's deputy, Dean of Admission, Dean of entering class, one other Dean, plus the Registrar for transfer applications and the Director of International Studies for international applicants.

(Article V, Section 3, continued)

3. Students: The 8 student members of the full Board of Admission shall be appointed by procedures devised by College Government. College Government shall reflect the diversity of the student body - cultural, ethnic, physical disability, racial, religious, sexual orientation, socio-economic - in its selection of student members. No fewer than 3 of the student members shall come from 3 of the presently recognized affirmative action categories: "Black, Hispanic, Asian or Pacific Islander, American Indian or Alaskan Native."²

D. Term: Faculty - three years, Students - two years.

E. Chair: Faculty member, ordinarily in third year of term, chosen by all members of Board.

F. Function:

1. Read applications for admission and transfer of all traditional aged undergraduates. International applications for admission, transfer, or as a non-degree student shall be read by the Subcommittee on International Student Admission. Applications for admission as Davis Scholars shall be read by the Subcommittee on Davis Scholar Admission.
2. Discuss matters of policy and recommend to Academic Council policy regarding conditions of admission including recruitment, qualifications, and selection of initial applicants and of transfer students.
3. Establish guidelines for the use of interviewers and maintain oversight of the process of interviewing.
4. The subcommittee on international student admission shall award scholarships to international students. All awards shall be made in consultation with the Financial Aid Officer and in accordance with the policies of the Committee on Financial Aid.
5. Advise the President regarding the operations of the Office of the Board of Admission.

G. Authority: Act with power regarding

1. Selection of first-year, transfer students, and non-degree international students.
2. Award financial aid to newly admitted international students qualifying for financial aid.

H. Operations:

1. Adopt own rules of procedure as to reading of applications.
2. Such rules must conform to the following guidelines:
 - a. Preliminary reading of applications by staff of Board who will classify them according to standards established by Board.
 - b. Applications will be read, evaluated, and voted upon by three people, or, in the case of international applications, by four people. Two of the readers on international applications shall be faculty members. In every instance, at least one of the readers will be an Admissions staff member. Student representatives shall read, evaluate, and vote on applications, but no application will be voted on by more than one student representative.

²E.E.O.C. Guidelines

(Article V, Section 3, continued)

- c. In any year, members of the Board will read applications from at least half of the geographical regions. All regions shall be read by Board members within each two year period. Members of the Board will not read the credentials of applicants they know.
 - d. The Board shall determine the vote required for acceptance of an applicant.
 - e. Controversial decisions regarding applications shall be referred to a special subcommittee of the Board of Admission consisting of: a faculty member and a dean who have not voted previously on the application plus the Dean of Admission. The member of the professional staff on the Board of Admission who served on the original reading team shall participate in the discussion, but shall not vote a second time on the application.
 - f. The Board shall establish criteria for the waiting list.
3. A working group of the Subcommittee on International Student Admission, consisting of at least one faculty member of the Subcommittee, the Dean of Admission, and the Director of International Studies shall make financial aid awards to international students, in consultation with the Director of Financial Aid.
- I. Reporting: The Board shall make a comprehensive report on its activities annually to Academic Council.

Section 4. Advisory Committees to the Committee on Faculty Appointments

A. Advisory Committee to the Committee on Faculty Appointments for Tenure-Track Faculty

- 1. Membership³: Faculty - 3, Administration - 0, Students - 0.
- 2. Qualifications:
 - a. Tenure-track faculty
 - b. One representative elected from each of the three groups of departments
- 3. Selection: One member from each of the three groups of departments elected by preferential ballot sent to tenure-track members of the faculty in that group who are voting members of Academic Council.
- 4. Term: Three years
- 5. Chair: Member ordinarily in second year of term
- 6. Functions:
 - a. Consult with the Committee on Faculty Appointments in accordance with Article V, Section 12, H. 7.
 - b. Initiate discussion with the Committee on Faculty Appointments about policies and procedures affecting reappointment, promotion and tenure of tenure-track faculty.
 - c. Present to the Committee on Faculty Appointments general opinions of tenure-track faculty.
- 7. Operations:

³Committee membership listed does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 4, continued)

- a. The Committee shall consult with other tenure-track members of the faculty when appropriate.
 - b. The Committee shall provide information to tenure-track faculty members in matters concerning procedure and legislation affecting reappointment and tenure. The Committee shall also serve as a liaison between tenure-track faculty members and the Dean's Office and the Committee on Faculty Appointments.
- B. Advisory Committee to the Committee on Faculty Appointments for Faculty on Term Appointments, Instructors in Science Laboratory, and Physical Education, Recreation and Athletics Faculty
 1. Membership: Faculty - 5, Administration - 0, Students - 0
 2. Qualifications: Non-tenure-track faculty categorized as faculty on term appointments or instructors in science laboratory or PERA faculty, and eligible to be voting members of Academic Council.
 3. Selection:
 - a. Three representatives from among the faculty on term appointments, one from each of the three groups of departments, elected by preferential ballot sent to faculty on term appointments in that group who are voting members of Academic Council.
 - b. One representative from among the instructors in science laboratory, elected by preferential ballot sent to instructors in science laboratory who are voting members of Academic Council.
 - c. One representative from among the PERA faculty, elected by preferential ballot sent to PERA faculty who are voting members of Academic Council.
 4. Term: Three years
 5. Chair: Member ordinarily in second year of term
 6. Functions:
 - a. Consult with the Committee on Faculty Appointments in accordance with Article V, Section 12, H.8.
 - b. Initiate discussion with the Committee on Faculty Appointments about policies and procedures affecting reappointment, promotion and appointment guidelines for faculty on term appointments, instructors in science laboratory, and PERA faculty.
 - c. Present to the Committee on Faculty Appointments general opinions of faculty on term appointments, instructors in science laboratory, and PERA faculty.
 7. Operations:
 - a. The Committee shall consult with other faculty on term appointments, instructors in science laboratory, and PERA faculty when appropriate.
 - b. The Committee shall provide information to faculty on term appointments, instructors in science laboratory, and PERA faculty about procedures, appointment guidelines, and legislation affecting reappointment and promotion. The Committee shall also serve as a liaison between faculty on term appointments, instructors in science laboratory, and PERA faculty members and the Dean's Office and the Committee on Faculty Appointments.

Section 5. Agenda Committee

A. Membership⁴: Faculty - 7, Administration - 2

B. Selection:

1. Faculty: Two each (one tenured, and one nontenured) elected by preferential ballot by each of the three groups of departments. Parliamentary (non-voting).
2. Administration: President, Dean of the College

C. Term: Elected Faculty - three years, Parliamentary – five years.

D. Chair: Faculty member elected by the Committee

E. Function and Authority:

1. Work to assure that the Academic Council functions as described in Wellesley College Bylaws, Article IV ("Academic Council"), Section 2, Paragraph 3: "Within the limits set by these bylaws, the Academic Council shall have general concern for the educational experience of students and shall make rules for its own government. It shall determine policy relating to academic life, shall fix requirements for admission and for degrees subject to approval of the Trustees as set forth in these bylaws, and shall approve the courses of instruction. It shall hold meetings during each academic year and whenever called together by the President or at the request of any three of its members."
2. Act with power in preparing the agenda for the meetings of Academic Council.
3. The Committee shall have access to all information relevant to any matter which might be related to the educational or academic concerns of the College.
4. The Committee shall serve as the nominating committee for the Academic Council.
5. Nominate candidates to fill faculty vacancies on standing and ad hoc committees except those otherwise listed. Notify Academic Council of the proposed formation, membership and duration of any ad hoc committee which would involve faculty from more than one department as members.
6. Act with power in preparing ballots.
7. Review and recommend changes in nominating policies.
8. Recommend dissolution of committees no longer serving a function.

F. Operations:

1. The Committee shall meet regularly to establish the agenda for the meetings of Academic Council.
2. The Committee shall establish its own rules of procedure which shall conform to the following guidelines:
 - a. Obtain information concerning the history of the representation of departments on standing committees, and consult the chairs of these committees.
 - b. Send a list of committees with present membership to faculty and request the following information:

⁴Committee membership listed below does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 5, continued)

- 1) The individual's special departmental and extra- departmental duties, i.e., services and responsibilities (e.g., symposium planning, etc.) other than present committee assignments;
 - 2) Indication as to committees, if any, on which the individual would particularly not wish to serve; (although they cannot be bound by such preferences, the Committee will bear them in mind when preparing the ballots).
- c. The Secretary shall set up work sheets containing the above information.
3. The Committee shall prepare preferential ballots and slates of candidates in accordance with selection rules provided in individual committee outlines.
 4. Unless otherwise noted, all terms are staggered.
 5. The Committee shall devise procedures so that any member of Academic Council may present additional nominations to the chair of the Committee in writing.

G. Reporting: The Committee shall report annually to Academic Council

Section 6. Board of Appeals

A. Membership⁵: Faculty - 5, Administration - 0, Students - 0.

B. Qualifications:

1. Members of the faculty who have been at Wellesley College for at least three years.
2. Four tenured members, one from each of the three groups of departments, and one elected at-large, and one nontenured member, elected at-large.

C. Selection:

1. One tenured member from each of the three groups of departments elected by preferential ballot sent to faculty in that group who are voting members of Academic Council; one tenured member elected at-large.
2. One nontenured member elected at-large by preferential ballot sent to faculty who are voting members of Academic Council.

D. Term: Three years.

E. Chair: The Chair shall be elected yearly from among the four tenured members.

F. Function:

1. Receive appeals from members of the faculty regarding faculty reappointment, tenure and promotion decisions following guidelines specified in Article IX, and Section 8.
2. Make impartial investigations of appeals with a view to determining the facts in each case.
3. Discuss appeals with appropriate persons associated with the College with a view to clarifying and rectifying grievances.

⁵Committee membership listed does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 6, continued)

4. Initiate investigations of Academic Council legislation, College bylaws, academic or administrative policies and procedures which appear to be unjust or ineffectual.
5. Recommend to Academic Council changes in Academic Council legislation, College bylaws, academic or administrative policies and procedures.
6. Report to Academic Council on matters on which satisfactory settlement has not been achieved through investigation and conciliation.

G. Operations:

1. Adapt own rules of procedure maintaining confidentiality.
2. Act individually or in concert at the request of the party initiating an appeal.
3. Have access to all documents, reports and other material germane to a matter under investigation. Members of the Board shall have access to and consult with all persons who may contribute to the success of the investigation.
4. Conflicts of Interest:
 - a. Generally, any circumstance that might reasonably be perceived to impair a member's impartiality regarding a specific case shall result in a member's recusal from that case. A member of the Board of Appeals shall absent himself/herself from any case brought to it by a member of his/her own department.
 - b. If a member of the Board of appeals is elected to the Committee on Faculty Appointments, then he or she must resign from the Board of Appeals immediately upon election to the Committee on Faculty Appointments and may not participate in any deliberations or be party to any information relating to a case that may later come before the Committee on Faculty Appointments. If a case has already been opened or an appeal is filed before his/her election, then the former member of the Board of Appeals must absent himself/herself from later Committee on Faculty Appointments deliberations on the same case.
 - c. If the recusal of a member of the Board of Appeals results in a Board of Appeals without a junior faculty member and/or a member of each of the three groups of departments, the person bringing an appeal may ask the Agenda Committee to appoint a replacement. Normally, the replacement shall be a sitting member of the Advisory Committee to the Committee on Faculty Appointments or a former member of the Board of Appeals or the Committee on Faculty Appointments.
5. The members of the Board shall have secretarial assistance.
6. Appeals of decisions made by the Committee on Faculty Appointments must be filed with the Board of Appeals by the candidate or the Reappointments and Promotion Committee no later than 60 days after a candidate has been notified of the decision. The Board of Appeals, in turn, must conclude its action on the case no later than the end of the first week of the following semester. If an appeal is filed with the Board of Appeals after commencement, the next semester shall be construed as the spring semester of the following year.

H. Reporting: The Committee as a whole or its individual members may report at any time to Academic Council.

Section 7. Advisory Committee on Budgetary Affairs

A. Membership⁶: Faculty - 5, Administration - 2, Administrative Council - 2, Students - 4.

⁶Committee membership listed below does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 7, continued)

B. Qualifications: Faculty - shall include at least one nontenured faculty.

C. Selection:

1. Faculty: Appointed by the Agenda Committee.
2. Administration: President, or President's designee, ex officio; Vice President for Finance and Treasurer; consultants as needed by Committee.
3. Administrative Council: Two members of Administrative Council (one nonvoting) to be selected by Administrative Council.
4. Students: President of College Government, or her designee, ex officio (nonvoting); College Government Bursar, ex officio (nonvoting); two students to be selected by Senate for two-year overlapping terms

D. Term: Faculty - three years; students - one year for nonvoting, two years for voting.

E. Chair: Tenured faculty member, elected by Committee

F. Function:

1. Acts as Advisory Committee to the President in the planning for and preparation of the College budget.
2. The Committee shall make an annual total review of the budget, having access to all relevant information, and shall have the power to review any portion of the budget which it wishes to bring into question. In making reviews, the Committee may undertake appropriate evaluations or surveys and may request of the President that additional surveys and evaluations be undertaken when appropriate. It shall advise on any budgetary matter brought to its attention by any segment of the College community. The Committee shall be free to make formal recommendations on particular budgetary matters, shall report such formal recommendations to Academic Council, and shall report to Council on the progress of those recommendations.
3. Advise the President concerning faculty and student views on budgetary matters, including both income and expenditures, and shall recommend general budget policies.
4. The Committee shall consult with the President and other appropriate administrative officers at the earliest stage, and at appropriate succeeding stages, of the budgetary process on a calendar to be developed by the Committee and the Administration. It shall identify areas for particular study in upcoming budgets.
5. The faculty and student members of the Committee shall consult with faculty and student groups in meetings at regular intervals to gather opinions on budgetary matters. At those times, the Committee shall report fully on its deliberations, minimizing confidentiality so far as is consistent with respect for personal privacy.
6. The Committee shall consult with those segments of the College community not directly represented on the Committee concerning those aspects of its deliberations which affect them, except as such consultation shall not interfere with collective bargaining.

G. Authority: The Board of Trustees has full authority over the budget. The President is the Agent of the Trustees and has responsibility for budget planning and execution. The Committee is advisory to the President.

(Article V, Section 7, continued)

H. Operations:

Adopts own rules of procedure.

Secretarial work of the Committee shall be handled by the Budget Office.

I. Reporting:

The Committee shall report to Academic Council at regular intervals, and at least once immediately prior to the submission of the budget to the Board of Trustees. The Committee shall be free to submit majority and minority reports to Academic Council.

The Committee also shall report in one year on structure and procedures, after the first full year of experience with the proposed procedure.

Section 8. Committee on Curriculum and Academic Policy

A. Membership⁷: Faculty - 8, Administration - 5, Students - 2

B. Qualifications:

1. Faculty: Three tenured members, one elected from each of the three groups of departments; five additional members, at least one from each of the three groups of departments, appointed by the Agenda Committee.
2. Students: One representative each from the junior and senior classes.

C. Selection:

1. Faculty:
 - a. One tenured member from each of the three groups of departments elected by preferential ballot sent to faculty in that group who are voting members of Council.
 - b. Five members appointed by the Agenda Committee. The Agenda Committee, in appointing candidates, shall seek to ensure balance across the three groups of departments, with at least one appointed representative from each group. The committee shall also seek to ensure maximum diversity by taking into account representation from large and small departments, departmental and interdepartmental programs, and senior and junior faculty.
2. Administration: President or President's designee; Dean of the College or Dean of the College's designee; Associate Dean of the College (non-voting); Registrar (non-voting); Dean of Students or designee (non-voting)

D. Term: Faculty - three years, Students - two years

E. Chair: Dean of the College or Dean of the College's designee

F. Function:

1. Make recommendations to Academic Council concerning curriculum, instruction, and other areas of academic policy.

⁷Committee membership listed does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 8, continued)

2. Review curriculum plans with a view to assuring a reasonable standardization of educational practice and requirements among the departments and programs of the College. Evaluate existing majors and proposals for new programs using the following criteria:
 - a. Robustness: there is a sufficiently large and permanent corps of faculty committed to teaching and advising in the program.
 - b. Consistency: required courses are offered regularly and with consistent content.
 - c. Coherence: there is an appropriate degree of sequencing and connection among courses in the major.
 - d. Community: the program promotes intellectual and social companionship among its students.
 - e. Support: the program has adequate major advising and administrative support. Meet with outside visiting committees to departments. Communicate information about department curriculum to the Office of the Dean of the College.
3. Approve some amendments to the curriculum arising after the Academic Council has approved the curriculum. These amendments include new courses, topics and descriptions, designation of courses as fulfilling specific distribution requirements, changes to directions for election and requirements for honors in the major, and lists of related courses to department and interdepartmental majors. Amendments not in these categories must be brought by the Committee on Curriculum and Instruction to the Academic Council.
4. Inform the members of the Academic Council, prior to each meeting of the Academic Council, of the amendments to the curriculum that have been approved by the Committee on Curriculum and Instruction since the last meeting of the Academic Council. Respond to questions from the Academic Council members regarding these amendments, and bring to the Academic Council for approval any of them to which members object.
5. Initiate and assist departments initiating new educational programs or practices.
6. Examine questions of long-range educational policy and report hereon to Academic Council.
7. Superintend the Honors Program.
8. Approve the academic calendar for each year as proposed by the Registrar, with the exception that changes in calendar guidelines (e.g., lengths of term, number of terms, existence of reading period) shall be submitted to Academic Council.

G. Operations:

1. The chair shall annually remind members of Academic Council that they are entitled to appear in person before the Committee when matters of particular concern to them are under discussion.
2. The Committee shall periodically hold open meetings to solicit faculty and student views about controversial questions of curriculum and instruction.
3. Whenever there is substantial disagreement among members of the Committee, the majority report to Academic Council shall be accompanied by a minority report which clearly sets forth the points at issue in order to facilitate Council discussion thereof.

H. Reporting: The Committee may report to Academic Council at any time. The Committee shall report annually to Academic Council.

Section 9. Diversity Coalition

- A. Membership: Faculty - 2, Administration - 2, Administrative Council Representatives -2, Union Representatives – 2, Students - 2.
- B. Qualifications:
1. Faculty - the chair or chair's designee from the Advisory Committee on Recruitment, Hiring, and Retention; one other member of the faculty to act as chair.
 2. Administration - the President or his/her designee, Dean of the College or his/her designee.
 3. Administrative Council – the Chair or designee from the Committee on Diversity, one member selected according to Administrative Council procedures.
 4. Union – two members selected by the Union according to its procedures.
 5. Students – the Multicultural Affairs Coordinator, one student appointed by College Government according to its procedures.
- C. Appointment of Faculty Chair: The Agenda Committee will appoint the Chair.
- D. Term: Faculty Chair - three years.
Chair or Chair's designee from the Advisory Committee on Minority Recruitment, Hiring and Retention – to be determined year to year.
- E. Functions:
1. To foster a more effective collaboration among the committees and groups on campus working on diversity issues, and to target areas that need attention.
 2. To choose the winner(s) of the Multicultural Achievement Award.
 3. To conduct annual reviews of the College's progress toward diversity related goals including, but not limited to, reviewing initiatives and programs of divisions, departments and relevant groups on campus.
 4. Members of the coalition will serve as a conduit of information to/from their respective constituencies.
- F. Reporting: The Committee will report to the President, Academic Council, Administrative Council, College Government, the Union.

Section 10. Committee on Educational Research and Development

- A. Membership⁸: Faculty - 6, Administration - 1, Students - 3
- B. Qualifications:
1. Faculty: One representative appointed by the Agenda Committee from each of the three groups of departments; two members appointed at large. One member shall be the Faculty Director of the Pforzheimer Learning and Teaching Center. The Agenda Committee, in appointing candidates, shall seek to ensure maximum diversity by taking into account representatives from large and small departments, senior and junior faculty, and structured as well as unstructured disciplines.

⁸Committee membership listed does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 10, continued)

2. Students: One representative from the sophomore, junior and senior classes.

C. Selection:

1. Faculty: Appointed by the Agenda Committee
2. Administration: Dean of the College or designee

D. Term: Faculty - three years, Students - three years

E. Chair: Faculty member elected by the Committee

F. Function:

1. Gather information concerning research and innovative programs in higher education.
2. Receive and consider student and faculty proposals for new educational programs and make grants in support of pedagogical initiatives and innovation.
3. Examine questions of long-range educational policies.
4. Develop educational pilot projects.
5. Evaluate special educational programs.
6. Recommend programs and policies to Academic Council in accordance with the provisions of Article III, Section 5, Paragraph B of Articles of Government - Book I. Exception: in the case of educational pilot projects, the procedure is described in G. below.

G. Authority: Act with power in initiating educational pilot projects subject to the following restrictions:

1. The Committee may not propose a pilot project which entails a change in Requirements for the Degree of Bachelor of Arts (Articles of Government Book II, Article I).
2. An individual program may involve no more than 10% of the student body.
3. A pilot project may exist for no more than three years.
4. The Committee must submit a written description of a pilot project to all members of Academic Council. Within two weeks after the date of proposal, any member of Council may request that the proposed project be placed on the agenda for the next meeting of Academic Council. The proposal must then receive the approval of one-third of the members present and voting on this motion.

H. Operations:

1. The Committee shall periodically hold open meetings to solicit faculty and student views concerning issues on educational policy.
2. The Committee may recommend that a pilot project be adopted by Academic Council as a continuing program of study.

(Article V, Section 10, continued)

- I. Reporting: The Committee may report to Academic Council at any time. The Committee shall report annually to Academic Council.

Section 11. Committee on Extramural Graduate Fellowships and Scholarships

- A. Membership⁹: Faculty - 15, Administration - 3, Students - 0
- B. Qualifications: Faculty - at least three representatives appointed by the Agenda Committee from each of the three groups of departments
- C. Selection:
1. Faculty:
 - a. Eleven appointed by the Agenda Committee, one of whom will serve as the Watson liaison.
 - b. Four selected by the Dean of the College to ensure proper representation.
 2. Administration: Dean of the College or designee, Senior Class Dean, Director of the Center for Work and Service or designee
- D. Term: Faculty - three years
- E. Chair: Member ordinarily in third year of term
- F. Function:
1. Read applications of seniors for Trustee Scholarships and make awards thereof.
 2. Read applications for certain graduate scholarships and fellowships in the gift of Wellesley College and make awards thereof.
 3. Recommend to Academic Council policy regarding selection of applicants for Trustee Scholarships and certain other graduate scholarships and fellowships in the gift of Wellesley College.
 4. Administer Rhodes, etc. Scholarship or Fellowship applications.
- G. Authority: Act with power in awarding Trustee Scholarships and certain graduate scholarships and fellowships in the gift of Wellesley College.
- H. Operations: Adopt own rules of procedure.

- I. Reporting: The Committee shall report annually to Academic Council.

Section 12. Committee on Faculty Appointments

- A. Membership¹⁰: Faculty - 5, Administration - 3, Students - 0

⁹Committee membership listed does not include the representation provided for in Article V, Section 1, M.

¹⁰Committee membership listed does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 12 continued)

B. Qualifications: Faculty tenured members of faculty in the fourth or later year of service with tenure.

C. Selection:

1. Faculty:

- a. One member from each of the three groups of departments elected by preferential ballot sent to faculty in that group who are voting members of Academic Council.
- b. Two members-at-large elected by preferential ballot sent to faculty who are voting members of Academic Council.
- c. The names of all tenured members of the faculty, except those going on leave in the following year, those who request to have their names excluded from the ballot, and those excluded by other legislation, shall be listed on the first preferential ballot. A faculty member may request exclusion from the ballot only once during employment at the college, for a period of up to three years, with the years of exemption to run consecutively regardless of leaves or other circumstances. The request must be made before elections begin.

2. Administration: President, Dean of the College, Associate Dean of the College (for Faculty Appointments) (nonvoting).

D. Term: three years

E. Chair: Dean of the College

F. Function:

1. Vote upon recommendations to be made by the President to the Board of Trustees regarding departmental recommendations of initial appointments to ranks of Associate Professor and Professor.
2. Vote upon recommendations to be made by the President to the Board of Trustees regarding departmental recommendations of promotions and of reappointments to ranks of Assistant Professor, Associate Professor, and Professor.
3. Vote upon recommendations to be made by the President to the Board of Trustees regarding departmental recommendations of reappointments and promotions of faculty on term appointments at the ranks of Lecturer and Senior Lecturer.
4. Vote upon recommendations to be made by the President to the Board of Trustees regarding departmental recommendations of reappointments and promotions of PERA Assistant Professors of the Practice, PERA Associate Professors of the Practice, and PERA Professors of the Practice.
5. Vote upon recommendations to be made by the President to the Board of Trustees regarding departmental recommendations of reappointments and promotions of instructors in science laboratory.
6. Initiate proposals for promotion to Assistant Professor, Associate Professor, or Professor.
7. Vote upon recommendations to be made by the President to the Board of Trustees regarding departmental recommendations of tenure appointments.

(Article V, Section 12, continued)

8. Vote upon recommendations to be made by the President to the Board of Trustees regarding departmental recommendations of dismissals or terminations of appointments, including terminations of tenure.
9. Recommend to Academic Council for their approval and transmission to the Board of Trustees policy regarding appointments, promotions, tenure, dismissals and terminations of faculty appointments, including terminations of tenure.
10. Advise the President regarding the general structure of faculty salaries.
11. Prepare policy guidelines regarding appointments, promotions, tenure, dismissals, and terminations of faculty appointments, including terminations of tenure.
12. In consultation with department chairs, maintain a continuous survey of the faculty needs of the College.
13. Maintain full, confidential files on credentials of present members of the faculty and vouchsafe the security of such credentials. No salary information shall be included in such files.
14. Approve applications from Assistant Professors, Associate Professors, and Professors for sabbatical leaves.
15. Approve applications for early leaves from Assistant Professors who have been in full-time service at Wellesley College as Instructors or Assistant Professors for at least three years and who have held the Ph.D. for at least two years prior to applying for such leave.
16. Approve applications from Lecturers, Senior Lecturers, Instructors in Science Laboratory, and Senior Instructors in Science Laboratory who have had at least six consecutive years of service at the college for professional development leaves, as described in the guidelines for faculty on term appointments and in the guidelines for instructors in science laboratory.
17. Advise the President regarding the general structure of stipends of faculty members on leave.

G. Authority:

1. Act with power in voting upon recommendations to be made by the President to the Board of Trustees regarding appointments, promotions, tenure, dismissals, and terminations of faculty appointments, including terminations of tenure.
2. May make recommendations contrary to those of a department Reappointment and Promotions Committee.
3. If the Committee on Faculty Appointments decides that the rules or intent of legislation concerning reappointment promotion, or tenure have been materially violated in a particular case, it shall recommend to the President for transmission to the Board of Trustees that the appointment be extended by an additional year to facilitate a full reevaluation. This year shall not count toward the candidate's probationary period with respect to a tenure decision.

H. Operations:

1. Recommendations from Reappointments and Promotions Committees regarding faculty shall be signed by all concurring members of such committees. A member of a Reappointments and Promotions Committee may send a minority statement to the Committee on Faculty Appointments.

(Article V, Section 12, continued)

2. A member shall absent himself from deliberations by the Committee upon any recommendation made by his department's Reappointments and Promotions Committee as to the status of a member of his department.
 3. Members of Reappointments and Promotions Committees may be invited to discuss their recommendations with the Committee. Any member of a Reappointments and Promotions Committee may request such a hearing. A member of the Committee who is also a member of a Reappointments and Promotions Committee may participate in this discussion.
 4. Any faculty member may request a hearing concerning his professional status in the College.
 5. Recommendations of tenure appointments and promotions to the rank of Full Professor shall ordinarily include an evaluation of the candidate's qualifications by a professional source outside the College.
 6. Promotion to the rank of Full Professor shall be voted upon by those members of the Committee who hold this rank.
 7. The Advisory Committee to the Committee on Faculty Appointments for Tenure-Track Faculty shall be consulted about policies and procedures affecting tenure-track faculty.
 8. The Advisory Committee to the Committee on Faculty Appointments for Faculty on Term Appointments, Instructors in Science Laboratory, and Physical Education, Recreation and Athletics Faculty shall be consulted about policies and procedures affecting faculty on term appointments, instructors in science laboratory, and PERA faculty.
- I. Reporting: The Committee may report to the Academic Council at any time. The Committee shall report annually to Academic Council.

Section 13. Committee on Faculty Awards

- A. Membership¹¹: Faculty - 5, Administration - 2, Students - 0
- B. Qualifications -- Faculty
1. Representative of each professorial rank.
 2. At least one representative appointed by the Agenda Committee from each of the three groups of departments.
- C. Selection
1. Faculty: Appointed by the Agenda Committee.
 2. Administration: President or designee, Dean of the College or designee.
- D. Term: three years
- E. Chair: Faculty member ordinarily in third year of term.

¹¹Committee membership listed does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 13, continued)

F. Function:

1. Make grants for scholarly research to members of the faculty.
2. Assist publication of books by members of faculty.
3. Review controversial questions regarding faculty research.

G. Authority: Act with power on the award of grants to faculty.

H. Operations:

1. Adopt own rules of procedure.
2. Consult when necessary with qualified specialists at other institutions as to the merits of research projects and manuscripts.

I. Reporting: The Committee shall report annually to Academic Council.

Section 14. Committee on Faculty Benefits

A. Membership¹²: Faculty - 5, Administration - 3, Students - 0

B. Qualifications:

1. At least two nontenured and two tenured members.
2. At least one member living in faculty housing and one member not living in faculty housing.

C. Selection:

1. Faculty: five appointed by the Agenda Committee
2. Administration: President or President's designee, Vice President for Administration and Planning, Benefits Administrator (nonvoting)

D. Term of elected members: three years

E. Chair: a voting faculty member elected annually by voting members

F. Function:

1. Advise the President concerning:
 - a. Insurance plans for faculty
 - b. Pension plans for faculty
 - c. Financial assistance plans for the education of faculty children
 - d. Other fringe benefits.
2. Determine policy and basis of priorities annually for College personnel who apply for College housing.

¹²Committee membership listed does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 14, continued)

3. Advise the President concerning rents for College housing and services provided to tenants.
 4. Advise the President concerning adequacy of supply of College housing.
 5. Advise the President concerning policy on College assistance to faculty for the purchase of homes.
- G. Authority: The Committee shall from time to time review both College policy on faculty benefits and the execution of policy for the assignment of College housing to eligible personnel.
- H. Operations:
1. The Vice President for Administration and Planning shall implement the Committee's decisions on policy for the assignment of College housing to eligible personnel and shall consult the Committee in cases of dispute or doubt.
 2. From time to time, the Committee shall prepare and circulate questionnaires and/or conduct open meetings for the purpose of eliciting faculty opinion on benefits.
- I. Reporting: The Committee shall report annually to Academic Council

Section 15. Committee on Financial Aid

- A. Membership¹³: Faculty - 4, Administration - 6, Students - 3
- B. Qualifications: Students - one representative each from sophomore, junior, and senior classes
- C. Selection:
1. Faculty: Appointed by the Agenda Committee
 2. Administration: Dean of Students, Deans of First-Year, Sophomore, and Junior classes, Financial Aid Officer (nonvoting), Dean of Admission (nonvoting)
- D. Term: Faculty - three years, students - three years
- E. Chair: Dean of students
- F. Function:
1. Make policy on undergraduate financial aid matters such as: eligibility of students, guidelines for financial aid awards, contributions of financial aid students to their annual budget, arrangements for financial aid-related work assignments.
 2. Award financial aid to undergraduates, except entering first-year students and foreign students. Applications for financial aid by students under other circumstances, e.g., later in their College career, transfer students, etc., shall be acted upon by this Committee.
 3. Review the academic status of students receiving financial aid and decide whether to continue or discontinue financial assistance.

¹³Committee membership listed does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 15, continued)

4. Administer for undergraduates special scholarship funds.
- G. Authority: Act with power in determining policy, consulting Academic Council on controversial issues, and awarding financial aid.
- H. Operations:
 1. The Board of Admission awards financial aid to entering first-year students, and the Subcommittee on Admission of International Students to foreign students admitted as undergraduates, both Boards following the policies established by the Committee on Financial Aid.
 2. Reading of dossiers for awarding and reviewing financial aid shall be done by faculty members and deans.
 3. Secretarial work of the Committee shall be handled by the Financial Aid Office.
- I. Reporting: The Committee shall report annually to Academic Council.

Section 16. International Study Committee

- A. Membership¹⁴: Faculty - 6, Administration - 3, Students - 0
- B. Qualifications: Faculty members shall be appointed by the Agenda Committee with at least one representative from each of the three groups of departments. At least one member shall be from a modern language department.
- C. Selection:
 1. Faculty: Appointed by the Agenda Committee
 2. Administration: Dean of the College or the Dean's designee, Class Dean and the Director of International Studies
- D. Term: Faculty: Three-year term (staggered)
- E. Chair: To be elected by the Committee
- F. Function:
 1. Approve requirements for programs of study outside the United States.
 2. Approve all plans for study outside the United States.
 3. Maintain a list of approved programs for study outside the United States.
 4. Approve plans of students who seek to enroll as individuals in universities outside the United States.

¹⁴No provision is made for student membership since students would not be eligible to participate in the ongoing work of the Committee which requires review of the records of other students. Policy questions are subject to the approval of the Academic Review Board which includes student members.

(Article V, Section 16, continued)

5. Plan for the administration of programs for study outside the United States or exchanges of students with universities outside the United States, meet with international visitors to the College and visit universities outside the United States when appropriate.
6. Plan for the administration of faculty exchanges with universities outside the United States.
7. Select candidates for fellowships for study outside the United States and for exchanges of students with universities outside the United States.
8. Work with department chairs and program directors to identify study abroad programs relevant to each major.
9. Work with the Committee on Financial Aid and the Resources Office to develop means for all qualified students to take part in study abroad programs in all regions of the world.

G. Authority

1. Act with power in setting standards and regulation for study outside the United States.
2. Act with power in selecting candidates for fellowships and in planning for the administration of exchanges.

H. Operation:

1. Adopt own rules of procedure
2. Clerical work for the Committee shall be handled by the office administering international study programs.

I. Reporting: The Committee shall report annually to Academic Council.

Section 17. Policy Committee for Lectures and Cultural Events

A. Membership¹⁵: Faculty - 5, Administration - 4, Students - 3

B. Qualifications: Faculty - Candidates shall include persons who have knowledge of and interest in the cultural events on campus and in the greater community and those representatives designated below.

C. Selection:

1. Faculty: Appointed by the Agenda Committee, with at least one from each of the three groups of departments.
2. Administration: Administrative Director of the Committee on Lectures and Cultural Events, a representative from Student Services, a representative from the Cultural Advising Network, and a designee from the President's Office.
3. Students: Three - the Director of on-Campus Affairs and one representative each from the junior and senior classes appointed by the Student Organizations and Appointments Committee.

D. Term: Faculty - three years, Students – Director of on-Campus affairs, one year, other students two years.

¹⁵Committee membership listed below does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 17, continued)

E. Chair: Faculty member ordinarily in third year of her/his term.

F. Function:

1. Make policies regarding lectures and cultural events at the College.
2. Initiate and coordinate major lectures and cultural events at the college. The committee may, for example, decide on a theme to which a part of the College's cultural activity in the following academic year will be dedicated, and solicit proposals on that theme from the College community.
3. Act upon routine requests from faculty or students for classroom or departmental lecturers.
4. Allocate funds which the Committee is authorized to administer. The Committee may grant privileged status to events that are part of a theme it has chosen for the year.
5. The funding activities of the Committee on Lectures and Cultural Events will be made publicly available to the College community normally within one week of each meeting.

G. Operations:

1. Adopt own rules of procedure
2. Administrative work of the Committee will be handled by the Administrative Director of the Committee on Lectures and Cultural Events.

H. Reporting: The Committee shall report annually to Academic Council

Section 18. Medical Professions Advisory Committee

A. Membership¹⁶: Faculty - normally 10, Administration - 4, Students - 0

B. Qualifications: Faculty - One representative appointed by the Agenda Committee from each of the three groups of departments

C. Selection:

1. Faculty:
 - a. Three appointed by the Agenda Committee.
 - b. The rest selected by the Dean of the College in consultation with the Chairperson of the Medical Professions Advisory Committee.
2. Administration: Director of Medical Professions Advising, Dean of the Junior Class, Director of Equal Opportunity and Affirmative Action, Representative of the Center for Work and Service

D. Term: three years

Chairperson: Director of Medical Professions Advising to be appointed by the President of the College for a three-year term

¹⁶Committee membership listed does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 18, continued)

- E. Function: To represent Wellesley College in supporting student and alumnae applicants to medical, dental, veterinary and related medical profession schools.
- F. Authority: Act with power in preparation of composite letters
- G. Operations: Adopt own rules of procedure
- I. Reporting: The Committee shall report annually to Academic Council

Section 19. Advisory Committee on Merit

- A. Membership¹⁷: Faculty – 11, Administration – 3, Students – 0.
- B. Qualifications: Faculty – Tenured Full Professors
- C. Selection:
 - 1. Faculty:
 - a. Two members from each of the three groups of departments elected by preferential ballot sent to tenured Full Professors in that group.
 - b. Two members-at-large elected by preferential ballot sent to all tenured Full Professors.
 - c. Three members nominated by the Agenda Committee.
 - d. After completing a term on the Advisory Committee on Merit, members shall be ineligible to serve again for a period of nine years. (This restriction does not apply to those serving on the committee as one-year replacements.)
 - e. Members may not serve concurrent terms on the Advisory Committee on Merit and the Committee on Faculty Appointments. Faculty members completing a term on the Committee on Faculty Appointments are ineligible to serve a consecutive term on the Advisory Committee on Merit.
 - f. The general regulation stipulated in Article V, Section 1.C shall apply to the six members elected from the groups of departments, but shall not apply to the members elected at-large or nominated by the Agenda Committee.
 - 2. Administration: President (non-voting), Dean of the College, Associate Dean of the College.
- D. Term: three years.
- E. Chair: Dean of the College.
- F. Function:
 - 1. Recommend to the President criteria for determining the salary increases of Full Professors and of those Associate Professors who have held that rank for more than eight years.
 - 2. Advise the President regarding salary increases for Full Professors and for those Associate Professors who have held that rank for more than eight years.
- G. Authority: The President has final responsibility for determining salary increases of Full Professors and of those Associate Professors who have held that rank for more than eight years. The Committee is advisory to the President.
- H. Operations: Adopt own rules of procedure.

¹⁷ Committee membership listed does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 19, continued)

I. Reporting: The Committee shall report annually to Academic Council.

Section 20. Advisory Committee on Minority Recruitment, Hiring and Retention

The purpose of this committee is to advise on and coordinate minority recruitment, hiring, and retention in order to promote a more diverse and vibrant academic environment.

- A. Membership: Faculty - 8, President of the College or Designee, Dean of the College or Designee, Director of the Office of Human Resources or Designee, Students - 1.
- B. Qualifications: Faculty - at least one representative from each of the three groups of departments, at least four representatives of the minority community.
- C. Selection
 - 1. Faculty: appointed by the Agenda Committee
 - 2. Student: appointed by College Government according to its procedures.

Section 21. President's Advisory Council

- A. Membership¹⁸: Faculty - 4, Administration - 3, Students - 2
- B. Selection:
 - 1. Faculty:
 - a. One of the retiring members of the Committee on Curriculum and Instruction to be elected by ballot
 - b. One of the retiring members of the Committee on Faculty Appointments to be elected by ballot when necessary
 - c. One member elected at large by preferential ballot
 - d. One member appointed by the President
 - 2. Administration: President, Vice President for Finance and Treasurer, Dean of the College
 - 3. Students: President of College Government, one student elected by student body
- C. Term: Faculty -- three years with immediate reelection or reappointment possible; students - one year.
- D. Chair: President
- E. Function:
 - 1. The Advisory Council shall be consulted by the President regarding major policy questions, both immediate and long range.
 - 2. The Advisory Council shall advise the President regarding:
 - a. Administrative appointments
 - b. Formulation of new programs for the College

¹⁸Committee membership listed below does not include the representation provided for in Article V, Section 1, M.

(Article V, Section 21, continued)

- c. Establishment of priorities in the College planning
- F. Operations: The Advisory Council shall meet regularly with the President in their consultative capacity.

Section 22. Review Committee for the Problem Referral Procedure for Faculty

- A. Membership: Faculty - 1, Administration - 1, Other - 1
- B. Selection
 - 1. Faculty: One tenured member elected by preferential ballot sent to faculty who are voting members of Academic Council.
 - 2. Administration: Dean of the College or Dean of the College's designee
 - 3. Other: One faculty, staff, or student member designated by the President to review a specific complaint.
- C. Term: Elected Faculty – three years, Other – term is coincident with the review of the complaint.
- D. Chair: The elected faculty member shall serve as chair.
- E. Function: Hear complaints arising within the College community and involving faculty, as described in the Problem Referral Procedure for Faculty.
- F. Reporting: May report to Academic Council at any time, but no less than once annually.

Section 23. Advisory Committee on Library and Technology Policy

- A. Membership: Faculty - 6, Administration - 5, Administrative Council - 1, Students - 2.
- B. Qualifications:

Faculty: two representatives from each of the three groups of departments, at least two tenured and two tenure track.
- C. Selection:
 - 1. Faculty: Appointed by the Agenda Committee.
 - 2. Administration: Provost, or Provost's designee, Vice President for Finance and Treasurer, or Vice President for Finance and Treasurer's designee; Dean of Students, or Dean of Students' designee; Chief Information Officer; one appointee of the Chief Information Officer.
 - 3. Administrative Council: One member of Administrative Council to be selected by Administrative Council, chosen from any standing committee of Administrative Council devoted to library or technology issues if such a committee exists.
 - 4. Students: Two students to be selected by Senate for one or two year terms, including at least one representative of any student committee constituted by Senate and devoted to library or technology issues, if such a committee exists.
- D. Term: Faculty three years; students one or two years.

Articles of Government, Book I, 2011

(Article V, Section 23, continued)

E. Chair: Tenured faculty member, elected by Committee.

F. Function:

1. Advise the Chief Information Officer on policies and priorities and significant issues relating to the use of Information Services in the work and lives of faculty, staff, and students at the College.
2. Faculty, staff, and student members of the committee shall consult with their respective constituencies to gather opinions on issues related to technology and library, including by conducting surveys as needed.
3. The committee shall be consulted regarding the need for, selection of, and implementation of any major new instructional or communications technology.
4. Help IS in educating the College community about the responsible use of information technology.
5. This committee shall have the authority to make recommendations to Academic Council about policies relating to the libraries and academic uses of technology.

G. Operations:

1. The Committee will invite consultants to meetings as needed.
2. Adopts own rules of procedure.

H. Reporting: The Committee may report to Academic Council at any time. The Committee shall report annually to Academic Council.

ARTICLE VI. COMMITTEES OF THE BOARD OF TRUSTEES WITH FACULTY/STUDENT MEMBERS

Section 1. Committee on Landscape and Buildings

The Committee on Landscape and Buildings shall advise the Trustees in the future planning and care of the buildings and grounds of the College. It shall see that the buildings and grounds are maintained in good condition and shall make recommendations to the Trustees with respect to major questions relating to landscaping and new buildings. The Committee shall also have the responsibility, which may be delegated, of approving works of art and other gifts of tangible personal property offered to the College, and shall consider such matters as the placing of tablets to commemorate donors.

Section 2. Finance Committee

The Finance Committee shall advise the Trustees with respect to financial matters, including appropriations, endowment spending policies, compensation, pensions and insurance, and all other financial affairs except those assigned to others by the College bylaws or the Trustees, shall make recommendations to the Trustees with respect to the annual and capital budgets and major changes in salary and wages and compensation policies.

Section 3. Investment Committee

Subject to the control and direction of the Trustees, the Investment Committee, with the assistance of the Vice President for Finance and Treasurer and the Chief Investment Officer, shall be responsible for the investment of the endowment, trust funds and other assets and investments of the College, and for monitoring and recommending to the Trustees the level and issuance of debt to support capital projects. Some subcommittees of the Investment Committee (such as the Proxy Voting Subcommittee) also have faculty and student members.

Section 4. Committee on Student Life

The Committee on Student Life shall monitor and make recommendations to the Trustees regarding the quality of student life on the Wellesley College campus.

Section 5. Trustee-Faculty Committee on Academic Affairs

The Trustee-Faculty Committee on Academic Affairs shall focus on general issues of academic policy, including curriculum and faculty personnel matters.

Section 6. Committee on Admissions and Financial Aid

The Committee on Admissions and Financial Aid focuses on strategic planning issues regarding admissions and financial aid. Ordinarily, the faculty member is the Chair of the Board of Admission.

Section 7. Wellesley Development and Outreach Council

The Wellesley Development and Outreach Council is an advisory council to the Board of Trustees, the President and the office for Resources and Public Affairs. The Council works to ensure effective fund-raising and outreach to alumnae, parents, friends of the College and to the public.

Section 8. Members

Faculty members to these Trustee committees are designated by the Agenda Committee.

Section 9. Other Committees

From time to time there may be additional standing or other Trustee committees that have faculty and student members. Ordinarily, faculty members for such committees are designated by the Agenda Committee.

ARTICLE VII. JOINT COMMITTEES AND ORGANIZATIONS

Section 1. Alumnae Council

The Academic Council sends three representatives to Alumnae Council. The representatives serve as a channel of information between the faculty and alumnae attending the Council.

Section 2. Honor Code Council

The Honor Code Council is charged with educating the college community about the Honor Code and adjudicating violations of the Honor Code. (For details covering the operation of the Honor Code Council, see College Government legislation and Honor Code Council procedures.)

A. Faculty: 9 - for a term of three years, to be appointed by Agenda Committee with terms to be staggered

Articles of Government, Book I, 2011

(Article VII, Section 2, continued)

- B. Administration: 2 - the Dean of Students (or designee) and the Honor Code Administrative Coordinator.
- C. Students: 1 - to be elected through a procedure designated by Senate of College Government and 12 others to be selected in accordance with College government legislation and Honor Code Council procedures.

Section 3. Martin Luther King, Jr. Memorial Committee

The duties of the Committee are to arrange for Black guest speakers, lectures, cultural programs and other activities which will honor Dr. King and enrich the College Community.

- A. Faculty: 2 - one faculty member to be appointed by the Africana Studies Department and one faculty member to be appointed by the Agenda Committee for a term of two years.
- B. Staff: 1 - The Director of Harambee House
- C. Students: 4 - two members of Ethos to be appointed by Ethos and two students to be appointed by Senate

Section 4. Honor Code Hearing Review Panel

The Honor Code Hearing Review Panel is charged with considering appeals from decisions made by the Honor Code Council. (For details governing the operation of the Panel, see College Government legislation and Honor Code Council procedures.)

- A. Faculty: 1 - for a term of two years, to be appointed by the Agenda Committee.
- B. Administration: 1 - Dean of the College (or designee).
- C. Students: 1 - to be selected in accordance with College Government legislation and Honor Code Council procedures.

Section 5. Seven-College Conference

Representation to the Seven-College Conference shall report annually to the Academic Council on the proceedings of the Conference. The College shall be represented by the President of the College, ex officio, and two other members, one of whom shall be appointed by the President, at will; the other shall be chosen by the faculty of the College to serve a term of two years, and shall be of any professorial rank.

Section 6. M.I.T. Liaison Committee

The Committee shall supervise Wellesley's affiliation with M.I.T. and deal with issues of common concern. The Dean of the College shall chair the Committee and in consultation with the Agenda Committee shall appoint faculty and staff members. Student members shall be chosen by the College Government.

Section 7. Chaplaincy Policy Committee

The Committee shall make policy concerning Chaplaincy programs and activities. The Committee shall be chaired by the Chaplain and shall determine its own procedures for selecting a Committee whose membership is reflective of the range of religions represented at the College.

ARTICLE VIII. DEPARTMENT ORGANIZATION

(The organization of the Department of Physical Education, Recreation and Athletics is subject to special provisions.)

Section 1. Committees

The composition and duties of department committees shall be as follows:

A. Departmental Committee

1. Composition: The Departmental Committee shall consist of all faculty who meet at least half of their teaching responsibilities (carry the major portion of their work) in the department and who are eligible to be voting members of Academic Council. A faculty member who holds an interdepartmental appointment may also choose to be a member of the Departmental Committee of the second department to which he/she has been appointed. The committee may by majority vote and with the approval of the Dean of the College admit to itself other members of the teaching staff within the department.
2. Duties: The Departmental Committee shall perform the following duties:
 - a. Elect the department's chair. Ordinarily the chair serves for a term of three years and is eligible for reelection. The results of an election or reelection should be reported immediately to the President and to the Dean. This subparagraph does not apply to the Department of Physical Education.
 - b. Determine the department's curricular recommendations to the Committee on Curriculum and Instruction.
 - c. Formulate the method of operation of the department.
 - d. Decide on a specific method through which students electing work in the department or their representatives shall be involved in department business, such involvement to consist, at the least, of participation in consideration of curricular matters.
 - e. Determine the courses of instruction each member of the department is to offer.
 - f. Recommend students to participate in the Honors Program.
 - g. Reach an understanding of College and departmental policy concerning criteria and procedures for promotion and tenure. In the course of performing duties (a.) through (f.), any question in disagreement shall be resolved by majority vote.

B. Reappointments and Promotions Committee:

(Article VIII, Section 1, continued)

1. Composition: The Reappointments and Promotions Committee shall consist of the members of the Departmental Committee who are full time or regular part-time faculty members on tenure; and by majority vote of the foregoing members and with the approval of the Dean of the College, other Professors and Associate Professors who are members of the Departmental Committee. The chair of the department, ex officio, shall be a member of the committee. Only tenured members of the committee shall participate in reappointment, promotion, or tenure recommendations. Only Full Professors shall participate in nominations to a Full Professorship. At no time shall the Reappointments and Promotions Committee contain fewer than three persons on tenure. If the membership of the department shall contain fewer than three persons on tenure, the Committee on Faculty Appointments shall appoint from outside the department such number of persons on tenure as may be necessary to bring the tenured membership of the committee to three. The term of any additional person appointed from outside the department shall be the time necessary to provide three tenured members on the Reappointments and Promotions Committee, or three years, whichever period is shorter. An outside member may be reappointed.
2. Duties: In accordance with the Articles of Government and departmental policy, the Reappointments and Promotions Committee shall make recommendations with respect to all reappointments, dismissals, and promotions.

In accordance with Articles of Government (Article IX, Section 7) and the guidelines for faculty on term appointments, the Reappointments and Promotions Committee shall make recommendations with respect to appointments, reappointments, and promotions of Visiting Lecturers, Lecturers, and Senior Lecturers.

In accordance with the guidelines for instructors in science laboratory, the Reappointments and Promotions Committee shall make recommendations with respect to appointments, reappointments, and promotions of instructors in science laboratory.

Recommendations of reappointment, promotion to all ranks, and tenure shall include evaluation of the candidate's teaching. For the purpose of reappointments and tenure reviews, evaluation of a candidate's teaching is to include classroom visits by members of the Reappointments and Promotions Committee. These visits should function as a means of suggesting improvement of teaching as well as for evaluation. In the event that the Reappointments and Promotions Committee does not contain at least three Full Professors, the Committee on Faculty Appointments shall, for the purpose of conducting the fourth-year conversation described in Article IX, Section 6.D.2. and for the purpose of conducting the review of an Associate Professor for promotion to Full Professor, appoint from outside the department such number of Full Professors as may be necessary to bring the number of Full Professors on the Reappointments and Promotions Committee to three. Members shall absent themselves from meetings in which their appointment or promotion is under consideration.

The Reappointments and Promotions Committee shall establish and communicate to the Search Committee the staffing needs of the department, in terms of both the curricular decisions arrived at by the Departmental Committee and its own decisions and actions concerning appointments.

3. If a Reappointments and Promotions Committee, altered by the temporary voting disqualification of a spouse, does not meet the specifications in subparagraphs 1 and 2A above, the Committee on Faculty Appointments shall make the requisite temporary appointment to meet these specifications.

C. Search Committee:

1. Composition: The Search Committee shall consist of the members of the Reappointments and Promotions Committee and one or more nontenured members of the Departmental Committee, if there be any, such nontenured members to be elected by the Departmental Committee in such manner as it may determine.

(Article VIII, Section 1, continued)

2. Duties: The Search Committee shall make recommendations respecting all initial appointments.

Section 2. The Chair

- A. Eligibility: The chair shall be elected by the Departmental Committee after consultation with the Dean of the College. The chair shall normally be drawn from among the full professors of the Departmental Committee.
- B. Term: The position of chair shall normally be a renewable three-year appointment.
- C. Duties:

The Chair shall:

1. Oversee the departmental program and the academic experience of students enrolled in departmental courses.
 2. Implement relevant college policies and procedures.
 3. Preside at meetings of the committees listed in Section 1 and implement their decisions. The Chair may participate in committee discussions and shall have the right to vote. This paragraph does not apply in the case of the Reappointments and Promotions Committee if the Chair is ineligible to participate in the deliberations of the Committee in a particular instance.
 4. Appoint such subcommittees as the work of the department may require.
 5. Represent the department on public occasions and before the Trustees, the President, and the students.
 6. Be responsible for the orientation of new members of the faculty and for the mentoring and guidance of departmental colleagues.
 7. Act with power in cases of emergency.
- D. Program Directors: The roles and responsibilities of directors of interdepartmental programs with their own faculty appointments shall be the same as those of department chairs.

Section 3. Appeals

Appeals from decisions of the Committees listed in Section 1 may be made to the Dean of the College, the President of the College, suitable Committees of Academic Council, or the Board of Appeals, whichever is appropriate in terms of the nature of the issue.

ARTICLE IX. FACULTY APPOINTMENT POLICIES

Section 1. Conditions of Appointment

(Appointments in the Department of Physical Education and Athletics are subject to special provisions, as are appointments of faculty on term appointments and of instructors in science laboratory.)

(Article IX, Section 1, continued)

- A. The provisions of this Article, except as indicated under Section 7, and of Articles X-XV apply to appointments that lead to a tenure review after the stipulated probationary period. These are called "tenure-track" appointments.

The provisions of Section 1.C.D.E.F. and G. of this article also apply to faculty on term appointments, teaching faculty in the Department of Physical Education and Athletics, and all other instructional staff.

- B. "Service" as used in these Articles is interpreted to mean service in full-time appointments except for regular part-time appointments. Regular part-time appointments, as distinguished from nonregular part-time appointments, are tenure-track part-time appointments. For regular part-time appointments, "service" shall be specified to be a certain fraction, at least one-half, of a full-time appointment.
- C. Appointment is ordinarily made to one department. The appointment shall be an interdepartmental appointment when the faculty member ordinarily teaches more than one course in each of two departments.
- D. In view of the early notice which the College agrees to give of the decision not to offer further appointment, the member of the faculty who proposes to resign is expected to give notice in ample time.
- E. One spouse may neither nominate nor vote on the nomination of the other for appointment, the reappointment, or promotion (including tenure) to full- or part-time positions in the same department.
- F. Members of the faculty holding full-time appointments shall accept regular employment elsewhere during the academic year only after informing the chair of the department and securing the approval of the Dean of the College.
- G. It is recognized that in case of serious mental or physical incapacity, or grave moral delinquency, the College has the right to dismiss at any time.
- H. The minimum salary for each rank shall be a matter of public information. Under ordinary circumstances the maximum of a rank shall be below the minimum of the next higher rank. Promotion at the time of tenure (see Article X) will mean that limited overlap may occur between the ranks of Assistant and Associate Professor. It is also recognized that there should be enough flexibility in the application of the salary scale to allow for special adjustments, particularly when a valuable contribution is made by an individual not meeting the usual requirements for promotion.

When financial conditions permit, salaries should be increased at the time of each reappointment until the maximum of the rank is reached. Exceptions to this policy should be recommended by the Reappointments and Promotions Committee of the department, or, in case of Associate Professors, by the chair in consultation with the members in Full Professorial rank. Exceptions in the case of Professors' salaries may be recommended by the chair of the department or by the President.

Section 2. Qualifications for Rank

- A. Instructors. An individual who does not hold the Ph.D. degree is appointed as an Instructor. No individual may be initially appointed at this rank who has more than one year of service at another institution of higher learning.

(Article IX, Section 2, continued)

If all requirements for the Ph.D. are successfully fulfilled by October 1 of the first year of appointment as Instructor, the contract will be converted to that of an Assistant Professor as of the beginning of the fall semester. If all requirements for the Ph.D. are successfully fulfilled between October 1 and January 31 of the first year of appointment as Instructor, the contract will be converted to that of an Assistant Professor as of the beginning of the spring semester. If all requirements for the Ph.D. are successfully fulfilled by October 1 of the second year of appointment as Instructor, the contract will be converted to that of an Assistant Professor as of the beginning of the fall semester. If the requirements are not successfully fulfilled by this date, the contract is terminated at the end of the academic year.

- B. Assistant Professors. Ordinarily an individual who holds the Ph.D. degree is appointed as an Assistant Professor.

There is only one exception to this general policy. Individuals who have not completed the Ph.D. but have served at Wellesley in the rank of Instructor for two years and have obtained a degree such as the B.D., M.F.A., or comparable degree in other fields, in addition to the B.A., may be considered for promotion to the rank of Assistant Professor.

1. First-Level Assistant Professors - No individual may be appointed at this rank who has served more than two years without the Ph.D. at any institution of higher learning.
2. Second-Level Assistant Professors - An individual who has three or more years' service at another institution after receiving the Ph.D. degree is appointed at this level.

- C. Associate Professors and Professors. Individuals who have considerable experience at another institution and have demonstrated unusually strong evidence of teaching ability and intellectual distinction are appointed as Associate Professors or Professors.

D. Regular Part-Time Appointments

1. Status as a regular part-time faculty member will be expressly identified at the time of appointment to this status. All provisions of Articles of Government governing faculty appointments apply to regular part-time faculty except where contrary regulations are specified. Initial appointments to regular part-time positions are ordinarily made to the professorial ranks. Instructors are ineligible for regular part-time professorial ranks. Instructors are ineligible for regular part-time appointments. Regular part-time initial appointments and reappointments shall ordinarily be made for three-year terms. A tenure decision is made at a time requested by the appointee in accordance with the conditions of this paragraph. For an individual appointed at the rank of Assistant Professor, the tenure decision shall be made between the sixth and ninth years of the appointment, inclusive, less one year for each prior year of full-time teaching, with at most three years' credit for teaching elsewhere. A recommendation for promotion to the rank of Associate Professor shall normally be considered at the same time as the tenure decision. For an individual appointed at the rank of Associate Professor or Professor, the tenure decision shall be made between the second and fourth years of the appointment, inclusive. If an individual requests that a tenure decision be made in other than the second year of a three-year term and the decision is unfavorable, then the appointment shall be converted so as to terminate at the end of the academic year following the unfavorable decision.
2. In exceptional circumstances, it may be possible to convert from full-time to regular part-time status. Such conversion must take place with the approval of the individual and department concerned, the Dean of the College, and the Committee on Faculty Appointments. In no case can conversion of this sort be made in the year of tenure decision.

Section 3. Length of Terms

A. Instructors. Appointments of Instructors shall be made for one year. If conversion to Assistant Professor does not occur by October 1 or January 31 (see Section 2.A.) of that year, the appointment as Instructor will be automatically renewed for a second year. Ordinarily, a person may serve no longer than two years as an Instructor, including within this period all service without the Ph.D. in any institution of higher learning. Only in exceptional circumstances shall a third one-year appointment as Instructor be made and this appointment shall be terminal.

B. Assistant Professors

1. First-Level Assistant Professors

- a. Initial appointments to the College at this rank - Initial appointments to the rank of first-level Assistant Professor are normally for three- or four-year terms, depending upon departmental recommendation.
- b. Promotions to this rank after service at the College - Appointments to the rank of first-level Assistant Professor are ordinarily for three years. By mutual agreement of the individual concerned and the College, an Instructor who receives his or her Ph.D. degree during the first year at the College may be given an additional one-year contract as Assistant Professor.

2. Second-Level Assistant Professors

- a. Initial appointments to the College at this rank - Initial appointments to the rank of second-level Assistant Professor are ordinarily for a three-year term.

Consideration of reappointment comes in the second year. If the decision is unfavorable, service at the College ends at the end of the third year. If the decision is favorable, an additional year is added to the three-year contract and the tenure decision is made in the third year. If tenure is granted, the appointment is converted in the fourth year at the College to a three-year appointment at the rank of Associate Professor.

- b. Promotions to this rank after service at the College. Appointments to the rank of second-level Assistant Professor are made so as not to exceed a probationary period of seven years before tenure or termination with the decision to be made in the sixth year of service. If a favorable tenure decision is received, this appointment is converted to an Associate Professorship, provided the individual will have served five years as Assistant Professor at Wellesley or another institution (including a year on early leave at Wellesley within this period). Ordinarily, only those years of full-time service at other institutions as an Assistant Professor with the Ph.D. will be counted in the probationary period, up to a maximum of three years.

The length of term for second-level Assistant Professors will vary depending upon the number of years' prior service at Wellesley College and elsewhere.

- (1) four years for individuals with three years' prior service at Wellesley College at the time this appointment begins;
- (2) three years for individuals with four years' prior service at Wellesley College and elsewhere at the time this appointment begins;
- (3) two years for individuals with five years' prior service at Wellesley College and elsewhere at the time this appointment begins;
- (4) one year for individuals with six years' prior service at Wellesley College and elsewhere at the time this appointment begins.

C. Associate Professors and Professors. Initial appointments to the Wellesley College faculty at the ranks of Associate Professor and Professor shall be made for three years.

Section 4. Notifications

- A. Reappointments. Notice of reappointment or nonreappointment must be given in writing in accordance with the following standards:
1. Not later than March 1 of the first academic year of service, if the appointment expires at the end of the year.
 2. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year.
 3. At least twelve months before the expiration of an appointment after two or more years at the institution.
- B. Tenure. The President shall notify a faculty member in writing of the decision of the Reappointments and Promotions Committee of the department and the Committee on Faculty Appointments with regard to a tenure appointment. The time of notification depends on the rank of the initial appointment at the College. A year spent on leave will be excluded from the years in rank at the written request of the individual. Such a request must be made within sixty days after receipt of notification of approval of the leave request.
1. Faculty who are initially appointed at the rank of Associate Professor or Professor are notified not later than April 15 of the second year of service at the College.
 2. Other full-time faculty are notified not later than December 15 of the sixth year of service, including within this period the years of service at another institution up to and including three years.
 3. Assistant Professors on regular part-time appointment shall request a tenure decision no later than April 15 of the calendar year in which they wish to be reviewed. These faculty are notified not later than December 15 of the year of the review.
 4. Associate Professors or Professors on regular part-time appointment shall request a tenure decision not later than October 15 of the academic year in which they wish to be reviewed. These faculty are notified not later than April 15 of the year of the review.

Section 5. Interdepartmental Appointments

- A. Interdepartmental appointments may be made in three ways: faculty may be appointed into two or more departments; they may be appointed into a department and an interdepartmental program; or they may be appointed solely into an interdepartmental program.
- B. Interdepartmental appointments shall be made by agreement of the department(s) or program concerned and the Dean of the College.
- C. 1. A Reappointments and Promotions Committee shall be established for each faculty member holding an interdepartmental appointment in the first year of service at the College.
2. In the case of an appointment into two or more departments, the Reappointments and Promotions shall normally be made up of all the Reappointments and Promotions Committee members from the departments concerned. The exact composition of the committee, which shall consist of no fewer than three members, will be determined by the Reappointments and Promotions Committees of the concerned departments, the Committee on Faculty Appointments, and the Dean of the College.

(Article IX, Section 5, continued)

3. In the case of an appointment into a department and an interdepartmental program, the Reappointments and promotions Committee shall normally be made up of all the Reappointments and Promotions Committee members from the department and tenured faculty from the program concerned. The exact composition of the committee, which shall consist of no fewer than three members will be determined by the Committee on Faculty Appointments and the Dean of the College, in consultation with the Reappointments and Promotions Committee of the concerned department and with the tenured director(s) of the program.
4. In the case of an appointment into an interdepartmental program, the Reappointments and Promotions Committee shall be made up of full time or regular part-time faculty members on tenure who hold appointments in the program concerned. At no time shall the Reappointments and Promotions Committee contain fewer than three persons on tenure. If there are fewer than three tenured faculty members holding an appointment in the program concerned, the Committee on Faculty Appointments shall appoint, in consultation with the tenured director(s) of the program, such number of persons as may be necessary to bring the membership of the committee to three.

Section 6. Process of Evaluation for Reappointment, Promotion, and Tenure Decision

- A. When interviewed, candidates being considered for appointment shall be furnished by the Department Chair with a general overview of procedures and prospects concerning reappointment, promotion, and tenure.
- B.
 1. New faculty shall be informed promptly by the Department Chair of the procedures relating to reappointment, promotion, and/or tenure, and referred to the appropriate sections of College legislation dealing with these matters. (Articles of Government, Book I, Articles IX, X, XI.) This information includes the functions of the Committee on Faculty Appointments (Articles of Government, Book I, Article V, Section 12), the departmental Reappointments and Promotions Committee and its current membership arrangements for class visits, the role of student evaluation questionnaires and letters in the evaluative process, and the use of external professional evaluators.
 2. In addition, the Department Chair shall inform new faculty that there will be two required first-year class visits, that these are developmental rather than evaluative, that departments may elect not to produce written visit reports, that reports (if produced) shall not be requested by the CFA. These first-year class visits are intended to open a dialogue about effective teaching and to stimulate the sharing of ideas.
- C. For interdisciplinary and interinstitutional appointments, the new faculty member shall be informed by the Dean of the College of the composition and membership of the Reappointments and Promotions Committee which would be making recommendations in her/his case and of the procedures relating to reappointment, promotion, and/or tenure.
- D.
 1. The Reappointments and Promotions Committee or its designated representatives shall meet annually with each nontenured member of the department on tenure track appointment (unless the faculty member requests otherwise) to discuss the candidate's current situation and that of the department. The Reappointments and Promotions Committee shall provide as realistic an assessment as possible with the data available of the prospects for reappointment and/or tenure. A memorandum of the substance of this meeting shall be prepared and signed by the chair of the Reappointments and Promotion Committee, countersigned by the nontenured faculty member, a copy then to be retained by the nontenured faculty member, another by the department. This memorandum must include the timing of the candidate's next review (i.e., reappointment or tenure). The two developmental first-year class visits (see B.2. above) shall be discussed during the first annual meeting, but the annual meeting report must specify only that these class visits have taken place.

(Article IX, Section 6, continued)

2. At least three Full Professors on the Reappointments and Promotions Committee shall meet with each Associate Professor in the department during her/his fourth year in rank (unless the Associate Professor requests otherwise) for a conversation about the Associate Professor's progress toward promotion to the rank of Full Professor.

A memorandum indicating either that the conversation has taken place or that it has not shall be prepared and signed by the Associate Professor and the Chair of the Department, a copy then to be retained by the Associate Professor, another by the department, and one forwarded to the Committee on Faculty Appointments. This memorandum shall be filed with the Committee on Faculty Appointments no later than September 15 of the candidate's fifth year in rank.

- E. Faculty members under consideration for reappointment, promotion, and/or tenure decisions shall communicate to the Reappointments and Promotions Committee and/or the Committee on Faculty Appointments any information or materials they wish to have considered, e.g., course syllabi, bibliographies, teaching innovations, membership in professional organizations at the national or local level. Materials submitted shall include a statement of the faculty member's professional achievements and plans for the future. It is a faculty member's responsibility to revise annually her/his professional activity file (kept in the Office of the Dean of the College).
- F. By October 15, a list shall be published of faculty members to be reviewed for reappointment, promotion, tenure, or merit increases in that academic year. The name of a faculty member under review will be included unless the candidate objects.
- G. All members of the Reappointments and Promotions Committee shall participate in the composition of the letter(s) of recommendation. Separate letters representing majority and any minority recommendations are required; these shall be shared among all members of the Reappointments and Promotions Committee. All deliberations of departmental Reappointments and Promotions Committees concerning individuals shall be confidential.
- H. As soon as the departmental Reappointments and Promotions Committee submits its recommendation to the Committee on Faculty Appointments regarding a candidate under consideration for reappointment, promotion or tenure, the candidate must be informed in writing by the Department Chair whether the recommendation was positive or negative and whether it was unanimous. If a candidate requests, a Reappointments and Promotions Committee will discuss the recommendation in terms of the factors listed in Section K below. In no instance shall a specific individual opinion or vote be revealed.
- I. As soon as the Reappointments and Promotions Committee submits its recommendation or recommendations, and subsequent correspondence to the Committee on Faculty Appointments regarding a candidate under consideration for reappointment, promotion, or tenure, the Committee on Faculty Appointments shall give the candidate an exact copy of the letter or letters so submitted. At the request of the Reappointments and Promotions Committee, portions of the letter or letters which identify individuals other than the candidate shall be deleted. Signatures shall be deleted from this letter.
- J. If the Committee on Faculty Appointments upholds a negative recommendation from a Reappointments and Promotions Committee, or if it reverses a positive recommendation from a Reappointments and Promotions Committee, the candidate has the right to discuss the decision with the Dean of the College (Chair of the Committee on Faculty Appointments), and/or with the Committee on Faculty Appointments as a whole. If requested by the candidate after such a discussion, the Chair of the Committee on Faculty Appointments will endeavor to summarize in writing the Committee's views, respecting the principle of confidentiality of Reappointments and Promotions Committees and of the deliberations of the Committee on Faculty Appointments

(Article IX, Section 6, continued)

K. Reappointments and Promotions Committees and the Committee on Faculty Appointments shall make their recommendations after a careful evaluation of the candidate and of the requirements of the department(s) and the College. The criteria for such evaluations follow.

1. Quality of teaching. The evaluation of teaching effectiveness is of major importance in reaching a decision on recommendation for reappointment, promotion, and/or tenure. Faculty visits to the classroom are essential to such an evaluation. However, teaching does not take place solely in a classroom but also in conferences, independent work, and honors projects. It is thus important to gain an understanding and full appreciation of a candidate's approach to teaching: i.e., the goals of teaching that are considered important and the teaching methods considered appropriate to these goals. It is equally important for the candidate to be informed about the department's expectation with regard to teaching. Student evaluation questionnaires and student letters must also be considered essential to an evaluation of teaching effectiveness. Such evaluations and letters shall be compared to the evidence based on classroom visits. It is also appropriate for a candidate to submit a letter regarding those aspects of her/his teaching which are not, in the normal course of events, subject to evaluation. The following procedural steps shall be observed for classroom visits:

a. Class visits. Class visits by members of the Reappointments and Promotions Committee shall be spaced throughout a term of appointment. Within one year preceding the date of any decision regarding reappointment, promotion to all ranks (except the rank of Full Professor), and/or tenure, there shall be at least three visits made by three different members of the Reappointments and Promotions Committee. Department Chairs shall take care that arrangements for visits are made in advance with the instructors (at least forty-eight hours in advance), taking into consideration her/his preference as to times and numbers of individuals at a visiting session.

Prior to class visits, visiting faculty shall discuss with the instructor the general design of the course and place of the specific class session in this design.

Faculty visits to the classroom are valuable as a means for suggesting improvement of teaching as well as for evaluation. Class visits shall be followed promptly by an oral discussion of the visit with the instructor. A written report of the visit shall be prepared by the visitor and placed in the instructor's departmental file. A copy shall be sent to the instructor within two weeks of the visit. If the written report is not filed within a month of the visit, the chair of the R&P and/or the instructor will inform the Office of the Dean of the College. Successive evaluations shall include comparisons with former evaluations of teaching performance. It is appropriate for evaluated faculty members to file written statements in their departmental files responding both to oral and written communications. An opportunity for this response shall be given before the Reappointments and Promotions Committee meets to draw up its recommendations.

The opportunity for nontenured faculty to observe senior colleagues in the classroom is another valuable means for the improvement of teaching. Each department shall encourage this type of interchange.

(Article IX, Section 6, continued)

- b. Student evaluations. All students in all courses are expected to submit an evaluation form. Copies of the individual evaluations and statistical summaries of these evaluations are made available by the Office of the Dean of the College to the instructor, the Reappointments and Promotions Committee, and the Committee on Faculty Appointments, except that there is no required reporting of Student Evaluation Questionnaires to the Committee on Faculty Appointments or Departmental Reappointments and Promotions Committees for new tenure-track faculty in the first semester of a four-year initial appointment, to the Committee on Faculty Appointments in the second semester of such appointments and to the Committee on Faculty Appointments or Departmental Reappointments and Promotions Committees during the year following a tenure decision. Other letters of comment from students and colleagues are placed in an instructor's file in the Office of the Dean of the College, and copies, with the signature deleted, are sent to the instructor and to the Department Chair for the Reappointments and Promotions Committees.
 - c. Outside visiting committee. In the case of a reappointment to a second-level assistant professorship or a tenure decision, if a majority of the members of a Reappointments and Promotions Committee are from outside the department, the Committee on Faculty Appointments may, in consultation with the candidate, constitute an outside visiting committee to evaluate the candidate's teaching.
2. Evidence of scholarly strength and growth, including research activity and potential; evidence of remaining abreast of one's field. Faculty members under consideration for reappointment, promotion, and/or tenure shall deposit in their departmental files any materials with reference to research in progress, publications, and unpublished work including scholarly activity while on leave, and any other material they may wish considered in the evaluative process.

External professional evaluations. All candidates for tenure and for promotion to the rank of Full Professor shall ordinarily receive external, professional evaluation of published material and, if they wish, of work in progress and other unpublished work. Selection of outside scholars, who in turn recommend the evaluators to read the material, will be made jointly by the Dean of the College, the Reappointments and Promotions Committee, and the candidate. Suggestions of names of these outside scholars shall be submitted to the Dean of the College during the semester preceding the tenure or promotion decision, but no later than April 15 (for fall decisions) or November 15 (for spring decisions). It is not precluded that these scholars may themselves serve as evaluators. The candidate has the right to indicate in writing the names of scholars from whom she/he feels it would be inappropriate to request an evaluation. The evaluators will be asked to comment on both the candidate's research accomplishments and her/his capacity for scholarly growth and success in remaining abreast of developments in her/his field. The candidate shall submit material for evaluation by outside evaluators by July 15 (for fall tenure decisions) or by December 15 (for spring tenure decisions) or by January 15 (for spring promotion decisions). Normally, there shall be five outside evaluators for tenure decisions and three outside evaluators for promotion decisions.

Prior to the due date for the recommendation from the departmental Reappointments and Promotions Committee, copies of the evaluators' reports shall be sent to the Committee on Faculty Appointments and to the departmental Reappointments and Promotions Committee. Upon request, the candidate may receive copies of the evaluators' reports. On these copies, the names and institutions of the evaluators shall be deleted. At the request of the evaluator, minor portions of the evaluation which would identify the evaluator also may be omitted. Candidates may file with the Reappointments and Promotions Committee and/or the Committee on Faculty Appointments any response to the evaluations they deem appropriate.

(Article IX, Section 6, continued)

3. Relation to departmental structure. Reappointments, promotions, and/or tenure decisions take place within the context of department structure and must be considered from this perspective. The relation of the expertise of the candidate to important areas within the general field of the department, the distribution of faculty within this field, projected retirement patterns, and future prospects of the department in terms of professional directions and personnel are important matters for assessment. Interdisciplinary factors shall be considered where relevant. Each fall, the Department Chair shall file a copy of Form D, indicating the field distribution and retirement dates of the faculty members in the department. Any department may supplement this form with additional descriptions of its staffing patterns.
4. Service to the College in achieving its educational goals. This includes service on committees or commissions, cooperation in the work of the department and the College, and service in other ways that enrich the environment of the academic community.

Faculty members shall indicate their committee assignments and other activities within the College on the appropriate activity sheet each year. Departmental Reappointments and Promotions Committees shall consult these forms before evaluating a candidate.

In cases of extraordinarily able service on a committee or other assignment, it is appropriate for the chair of that committee, the Department Chair, or the Dean of the College, to note the fact by writing to the Committee on Faculty Appointments and the Reappointments and Promotions Committee.

5. External Professional Activities Evidence of national or regional recognition, such as offices in professional associations, editorships of professional journals, and/or service on special academic or governmental commissions or evaluation committees shall be considered.

Section 7. Term Appointments (Faculty Ineligible for Tenure)

- A. Appointments. Under special circumstances, e.g., to respond to staffing needs of a department or program or when replacing a faculty member on leave, a term appointment (either part-time or full-time) may be made, normally for one year. Term appointments do not lead to reviews for tenure. If a department's or program's staffing needs require, and the department's or program's needs are best met by continued appointment of a tenure-ineligible faculty member, faculty on term appointments may be rehired to second and subsequent contracts of one to five years. All such contract renewals are subject to a review following guidelines for faculty on term appointments, developed by the Committee on Faculty Appointments and the Dean of the College and implemented by the Dean of the College. All appointments to a fifth or later year at the College require recommendation of the department's or program's Reappointments and Promotions Committee and approval by the Committee on Faculty Appointments. If the department or program wishes to appoint a faculty member on a term appointment to a tenure-track position, the tenure-track position must be authorized by the Dean of the College, and a search to fill the position must be conducted.

B. Titles

1. A visiting faculty member in the first four years at the College will have the title of Visiting Lecturer. The Dean of the College may confer the title of Distinguished Visiting Lecturer, Distinguished Visiting Associate Professor, or Distinguished Visiting Professor, when appropriate.
2. A faculty member reappointed for a fifth year at the College will have the title of Lecturer. Under unusual circumstances, a newly appointed faculty member may have the title of Lecturer.
3. After ten years of service at the College as a Lecturer, a faculty member is eligible to be reviewed for promotion to Senior Lecturer. Under unusual circumstances, a newly appointed faculty member may have the title of Senior Lecturer.

(Article IX, Section 7, continued)

C. Review Criteria

1. For Visiting Lecturers: Contracts for Visiting Lecturers will be based on staffing needs within a department or program. The primary criterion for appointment renewal is quality of teaching.
2. For Lecturers and Senior Lecturers: Contracts will be based on staffing needs within a department or program. Although the primary responsibility of Lecturers and Senior Lecturers is instructional, review for reappointment and promotion includes evaluation in three areas: teaching, professional development, and service.

Section 8. Appeals

Appeals of reappointment, tenure and promotion decisions made by the Committee on Faculty Appointments may be filed directly with the Committee or with the Board of Appeals, either by the candidate or the Reappointments and Promotions Committee.

1. If the candidate or the Reappointments and Promotions Committee wishes to file an appeal with the Board of Appeals, such appeals must be filed no later than 60 days after the candidate has been notified of the decision. The Board of Appeals, in turn, must conclude its action on the case no later than the end of the first week of the semester following filing of the appeal.
2. If the candidate or the Reappointments and Promotions Committee wishes to appeal directly to the Committee on Faculty Appointments, such appeals must be filed within one year of the date the candidate has been notified of the decision.

Section 9. Other Articles of Government Describing Procedures

A. Decision-Making Procedures

1. In accordance with Articles of Government and departmental policy, the Reappointments and Promotions Committee shall make recommendations with respect to all reappointments, dismissals, and promotions. (Article VIII, Section 1, B,2.)
2. The Committee on Faculty Appointments shall vote upon recommendations to be made by the President to the Board of Trustees regarding departmental recommendations of initial appointments to ranks of Associate Professor and Professor - Article V, Section 12, F, 1.
3. The Committee on Faculty Appointments shall vote upon recommendations to be made by the President to the Board of Trustees regarding departmental recommendations of promotions and reappointments to ranks of Assistant Professor, Associate Professor, Professor and Lecturer - Article V, Section 12, F, 2.
4. The Committee on Faculty Appointments shall vote upon recommendations to be made by the President to the Board of Trustees regarding departmental recommendations of reappointments and promotions to ranks of Lecturer and Senior Lecturer.
5. The Committee on Faculty Appointments shall prepare policy guidelines regarding appointments, promotions, tenure, dismissals and termination of faculty appointments, including terminations of tenure.

B. Process of Evaluation

(Article IX, Section 9, continued)

1. Recommendations of reappointment, promotion, and tenure shall include evaluation of the candidate's teaching. Evaluation of a candidate's teaching is to include classroom visits by members of the Reappointments and Promotions Committee. These visits should function as a means of suggesting improvement of teaching as well as for evaluation - Article VIII, Section 1, B, 2.
2. Recommendations of tenure appointments and promotions to the rank of Professor shall ordinarily include an evaluation of the candidate's qualifications by a professional source outside the College - Article V, Section 12, H, 5.

C. Further Procedures

1. Any faculty member may request a hearing before the Committee on Faculty Appointments concerning his professional status at the College - Article V, Section 12, H, 4.
2. The Departmental Committee shall reach an understanding of College departmental policy concerning criteria and procedures for promotion and tenure - Article VIII, Section 1, A, 2, g.
3. Other Articles and sections of legislation, apart from this Article, relevant to Appointments Procedures are:

Article V, Section 12 - Committee on Faculty Appointments
Article VIII, Section 1, B - Reappointments and Promotions Committee
Article V, Section 6 - Board of Appeals
Article X - Promotion Policies
Article XI - Tenure Provisions

ARTICLE X. PROMOTION POLICIES

Recommendation for promotion should always be based upon evidence that the candidate is an able teacher and possesses intellectual enthusiasm and power. In judging qualifications of candidates, reference will be made to teaching ability, evidence of scholarly strength and growth including research activity and potential, service to the College, including assumption of departmental and College-wide responsibilities, and external professional activities. Work in progress as well as work completed will be considered. Procedures for review are described in Article IX, Section 6.

Promotion to the rank of Associate Professor will ordinarily occur when an Assistant Professor is granted tenure (see Article IX, Section 3.B.2). A candidate for promotion to the rank of Full Professor will ordinarily be reviewed in the seventh year in rank as Associate Professor. However, individual flexibility is appropriate in the timing of this decision. For the purpose of review in the sixth year in rank, an early promotion review may be initiated by the

Reappointments and Promotion Committee on behalf of a candidate with a particularly strong record in all review categories. The Reappointments and Promotion Committee should send a letter initiating such a review to the Dean of the College by October 15 of the year in which the review will take place.

If a review does not result in promotion to Full Professor, the candidate, after consultation with his or her Reappointments and Promotion Committee, may request another review in any subsequent year. The candidate will be reviewed for merit no later than the third year after an unsuccessful promotion review.

In the event that a promotion review has not been requested by the eighth year in rank, the candidate will be reviewed for merit in that year and at three year intervals.

ARTICLE XI. TENURE PROVISIONS

Section 1. Definition

"Tenure" is interpreted to mean "reasonable expectation of permanency" that is, service may be terminated only for a cause which an impartial committee shall deem to be legitimate.

Section 2. Acquisition of Tenure

- A. A faculty member acquires tenure in September of the academic year following a favorable tenure letter.
- B. A faculty member who receives an unfavorable tenure letter in December (or April) may remain at the College an additional year.
- C. Recommendation for tenure should always be based upon evidence that the candidate is an able teacher and possesses intellectual enthusiasm and power. In judging qualifications of candidates, reference will be made to teaching ability, evidence of scholarly strength and growth including research activity and potential, the relation of the candidate to her/his department's structure, service to the College, including assumption of departmental and College-wide responsibilities, and external professional activities. Work in progress as well as work completed will be considered. Procedures for a tenure review are described in Article IX, Section 6.

Section 3. Termination of Appointment After Tenure is Received

The expectation of permanency shall not be disappointed except as follows:

- A. Legitimate causes for failure to reappoint after tenure has been acquired include: proved moral delinquency, failure to maintain high standards in teaching, mental disability, such physical disability as impairs teaching power, serious failure to cooperate with the department or the College. Whatever the cause, it shall have become apparent or have increased in gravity since the latest reappointment.
- B. It is recognized that in case of serious mental or physical incapacity, or grave moral delinquency, the College has the right to dismiss at any time.
- C. Termination of permanent or long-term appointments because of financial exigencies, or curricular changes, should be sought only as a last resort, after every effort has been made to meet the need in other ways and to find for the teacher other employment in the institution. Situations which make drastic retrenchment of this sort necessary should preclude expansions of the staff at other points at the same time, except in extraordinary circumstances.
- D. As soon as possible, notification in writing of a recommendation for dismissal or for termination of appointment in such cases as those described under (A), (B), and (C) shall be given by the President to the individual concerned, together with a statement of the reasons for terminating the appointment. A copy of the notification shall be given to the Department Chair.
- E. The individual shall have the right to state her/his case before the Reappointments and Promotions Committee of the department and before the Committee on Faculty Appointments.

(Article XI, Section 3, continued)

If the judgment of these committees is adverse, the individual shall have the right to appeal to a special committee provided she/he makes her/his appeal in writing within one month after the adverse judgment is received, the committee to be composed of five members agreed on by the President of the College, the Reappointments and Promotions Committee of the department, and the individual concerned. These five members shall include at least two chairs of departments other than the department concerned and may include an extramural authority. In the event that the President of the College, the Reappointments and Promotions Committee of the department and the individual concerned fail to agree on a special committee within one month after an appeal has been made, the composition of the committee may be settled by the Board of Trustees or its Executive Committee. At any hearing the individual whose dismissal or nonreappointment is in question shall have the right to present testimony from all sources and to have present at the hearing an advisor of her/his own choosing.

Section 4. Change in the Basis of Tenure

- A. A tenured full-time faculty member may request that his or her status be changed to that of a regular part-time faculty member on tenure. A decision on this request is subject to agreement of the department and the Dean of the College.
- B. A tenured faculty member on regular part-time appointment may have his or her status changed to that of a full-time tenured faculty member only after obtaining approval of the Reappointments and Promotions Committee of the department, the Dean of the College, and the Committee on Faculty Appointments.

ARTICLE XII. SABBATICAL LEAVE POLICY.

Section 1. Purpose

Sabbatical leave is granted to tenured members of the faculty not only as a recognition of service through teaching and scholarly contributions, but especially as an aid and inspiration to further achievements.

Sabbatical leave is intended to provide teachers with opportunities for scholarly development and contacts which shall contribute to their professional effectiveness and to the value of their later service to Wellesley College. It is not intended that such leave shall be used for teaching elsewhere or primarily for the purpose of recreation and recuperation.

Normally the opportunity for taking a sabbatical leave for one semester occurs after six semesters of service at the College, and for one year after twelve semesters of service. Such opportunity for taking sabbatical leave at regular intervals is not absolutely guaranteed by the College and will be granted only when the condition of the department involved and of the College in general is such that the member's absence will not seriously impair the interests of the College.

Faculty members may also apply for unpaid leaves for professional purposes. (See below, Article XV, Section 1.) They are requested to plan sabbatical and unpaid leaves in such a way as ordinarily to ensure their presence on campus for two years before a leave, so that there may be continuity in teaching and in meeting other departmental responsibilities.

Section 2. Eligibility for the Initial Sabbatical Leave

At the time the sabbatical takes effect, faculty members must be on tenure. Faculty may apply in the sixth or later year of service above the rank of Instructor at Wellesley College, or in the third year after an early leave, whichever is later. Faculty members who have taken an early leave for a full year are eligible for a semester of sabbatical leave after six more semesters of teaching; faculty members who have not applied for early leave, or who have taken only one semester of early leave, may apply for a year of sabbatical leave. Faculty members must agree to return to Wellesley for at least two years.

Section 3. Form of Grant

Sabbatical leave shall ordinarily involve absence for either a semester or a year at half salary for that period¹⁹. Faculty members are expected to seek research awards from other sources to supplement their income while on leave. Faculty members who have strenuously sought support for leave projects from outside sources may also apply to the Committee on Faculty Appointments for an addition to the half salary normally granted. This addition will be an amount which will ensure that total income available for the period of the sabbatical leave from the College and from salary supplements included in any research awards received from outside sources will be equal to the income which that individual would ordinarily have received for the same period at the College.

Grants for regular part-time faculty will be prorated according to salary.

These provisions are subject to modification in the event that any member of the faculty on sabbatical leave receives compensation for service in another institution or organization.

Section 4. Application and Report

- A. A faculty member shall normally indicate an intention to apply for a leave by March 1 of the second academic year preceding the proposed leave, whether that proposed leave be for one semester or a full year, or for half or full salary. For example, intention to apply for a leave for 2009-10 would normally have been given by March 1, 2008. Such notification shall indicate (1) a tentative intention to apply for a semester or a year, (2) the general area in which research will be undertaken. Notification shall be given to: (1) the Chair of the department, (2) the Committee on Faculty Appointments, (3) the Office of Sponsored Research.
- B. A member of the faculty who intends to seek support from outside sources (see above, Section 3) shall file a draft of a proposal for grant support with the Office of Sponsored Research thirty days before the due date of the first grant application.
- C. It is understood that departments do not approve or disapprove applications for leaves, but the Chair of a Department shall indicate to the Committee on Faculty Appointments whether the Department envisions any difficulties in teaching the curriculum of the department if leave is granted.
- D. A final application for sabbatical leave shall normally be submitted to the Committee on Faculty Appointments by October 1 of the year preceding the proposed leave.
- E. All faculty members granted a sabbatical leave are expected to report fully to the Committee on Faculty Appointments by the end of their first month of teaching following the leave.

¹⁹For example, at an annual salary of \$70,000, leave for one semester will involve a guarantee of \$17,500; leave for one year will involve a guarantee of \$35,000.

Section 5. Administrative Officers

Administrative Officers²⁰ of the College should have the advantages of occasional leaves of absence. The President and the Board of Trustees will consider each application on its merits and grant leave if the circumstances will not adversely affect the smooth operation of the College.

(Article XII, Section 5, continued)

An Administrative Officer of the College will be eligible to apply for a leave of absence for a period of up to six months after four years of service. A leave for one year may be sought after six years of service.

Administrative staff members who serve as deputy to an Administrative Officer of the College will be eligible to apply for a leave of absence for a period of three months after four years of service.

Administrative sabbatical leave is intended to provide officers and eligible staff with opportunities for development and contacts which shall contribute to their professional effectiveness and to the value of their later service to Wellesley College. It is not intended that such leave shall be used for the purpose of recreation and recuperation. All officers and staff members granted a sabbatical leave are expected to report fully to the President by the end of their first month of returning from the leave.

Ordinarily an individual granted leave will be expected to return to the College for at least one calendar year after the leave. The program will not affect the individual's normal annual vacation.

Leave of absence will automatically carry a stipend of half salary. Administrative Officers seeking leave are encouraged to apply for research or study grants from other sources to supplement their income while on leave. If this support is sought but not received, the College will increase the individual's stipend to an amount which will equal his/ her normal salary at the institution for that year.

Librarians in Classifications L V and L IV will, as in the past, be eligible for sabbatical leave under the same conditions as members of the faculty.

ARTICLE XIII. EARLY LEAVE POLICY

Section 1. Purpose

Fundamentally the purpose is the same as for sabbatical leaves. (See Article XII, Section 1.) In addition, the College wishes to assist young scholars to keep alive their own scholarship during the demanding first years of teaching, especially if their teaching and their interest in undergraduate instruction are promising.

Section 2. Eligibility

- A. Assistant Professors with tenure track appointments and who have not yet had a tenure decision may apply during their third or later year of continuous full-time service at Wellesley College provided they will have held the Ph.D. degree for at least three years prior to going on leave. Early leaves are for one semester or for a full academic or calendar year. Members granted leave are normally expected to return to Wellesley for at least one year. Ordinarily, early leaves are not granted for the last year in the rank of Assistant Professor. For purposes of reappointment, promotion, and tenure, a full year spent on early leave will be excluded from the years in rank at the written request of the individual. Such request must be made in writing to the Dean of the College within sixty days after receipt of notification of initial approval of the leave request by the Committee on Faculty Appointments.

²⁰For purposes of this Article, Administrative Officers of the College are currently identified as: the President, Dean of the College, Vice President for Finance and Treasurer, Vice President for Resources and Public Affairs, and such other senior administrative officers as the President may from time to time designate.

(Article XIII, Section 2, continued)

In addition, Assistant Professors on regular part-time appointments may apply during their third or later year of service at Wellesley College provided they will have held the Ph.D. degree at least three years prior to going on leave.

The opportunity to take an early leave cannot be guaranteed by the College; consideration has to be given to the immediate needs of the department involved, the finances of the College, and whether the plan for the leave is likely to advance the long-range scholarly interests of the individual and the College.

Associate Professors are not eligible for early leave.

- B. The award of an early leave carries no implications concerning an individual's prospects for reappointment, promotion, or tenure.

Section 3. Stipend

The College will provide half salary for the period of the leave (e.g., one-half of annual salary for a year's leave, one-quarter salary for a semester's leave). Faculty members are expected to seek research awards from other sources to supplement their income while on leave. Faculty members who have strenuously sought support for leave projects from outside sources may also apply to the Committee on Faculty Appointments for an addition to the half salary normally granted. This addition will be an amount which will ensure that total income for the leave year from the College and from salary supplements included in any research awards received from outside sources will be equal to the income which that individual would ordinarily have received for the same period at the College.

Stipends for regular part-time faculty members will be prorated according to salary.

Section 4. Application and Report

- A. A faculty member shall normally indicate an intention to apply for a leave by March 1 of the second academic year preceding the proposed leave, whether that proposed leave be for one semester or a full year, or for half or full salary. For example, intention to apply for a leave for 2009-10 would normally have been given by March 1, 2008. Such notification shall indicate (1) a tentative intention to apply for a semester or a year, (2) the general area in which research will be undertaken. Notification shall be given to (1) the Chair of the Department, (2) the Committee on Faculty Appointments, (3) the Office of Sponsored Research.
- B. A member of the faculty who intends to seek support from outside sources (see above, Section 3) shall file a draft of a proposal for grant support with the Office of Sponsored Research thirty days before the due date of the first grant application.
- C. It is understood that departments do not approve or disapprove applications for leaves, but the Chair of a Department shall indicate to the Committee on Faculty Appointments whether the Department envisions any difficulties in teaching the curriculum of the Department if leave is granted.
- D. A final application for early leave shall normally be submitted to the Committee on Faculty Appointments by October 1 of the year preceding the proposed leave.
- E. All faculty members granted an early leave are expected to report fully to the Committee on Faculty Appointments by the end of their first month of teaching following the leave.

ARTICLE XIV. PENSION, SICK LEAVE, INSURANCE, HOME OWNERSHIP PROGRAMS

The Trustees have provided a Pension Plan, Major Medical Insurance, a Sick Leave Plan, Disability and Life Insurance, and a Home Ownership Plan. Information concerning these programs is distributed to members of the faculty when they become eligible for them and is available to any member at any time in the Office of the President, the Dean, and the Vice President for Finance and Treasurer.

ARTICLE XV. OTHER LEAVES

Section 1. Unpaid Leaves

A. Unpaid Leaves for Professional Purposes

All faculty members may, with the permission of their departments and the Dean of the College, take unpaid professional leave at a time when they are not due for or cannot receive a College-supported leave. Such leave may be for a semester or for a year. For purposes of salary, time spent on such leaves will ordinarily count as time in rank. For purposes of calculating the sequence of sabbatical or early leaves, time spent on such leaves will not count as time in rank. For purposes of reappointment, promotion, and tenure, time spent on such a leave will ordinarily count as time in rank, but individuals may request that it be excluded. Such a request must be made in writing at the same time as the leave request. Faculty members are expected to send a brief report on their unpaid professional leave to the Dean of the College by the end of the first month of teaching following the leave.

B. Unpaid Leaves for Personal Reasons

All faculty members may, with the permission of their department and the Dean of the College, take unpaid leaves for personal reasons at a time when they are not due for or cannot receive a College-supported leave. Such unpaid leaves may be for a semester or for a year. Such leaves will not count as a year in rank for purposes of salary, for calculating the sequence of sabbatical leaves, or for reappointment or promotion.

Section 2. Parental Leaves

For the purposes of reappointment, promotion and tenure, a faculty member who elects the parental leave benefit may exclude the year in which parental leave is taken from the years in rank. Such a request must be made in writing within 60 days of the date the parental leave benefit is elected.

Section 3. Professional Development Leaves

Lecturers, Senior Lecturers, Instructors in Science Laboratory, and Senior Instructors in Science Laboratory will be eligible to apply for competitive one-semester professional development leaves after six consecutive years of service at the College, as described in the guidelines for faculty on term appointments and in the guidelines for instructors in science laboratory.

INDEX

Academic Council	1-3, 5-36, 38
Academic Review Board.....	8, 27
Acquisition of Tenure.....	50
Administrative Officers.....	1-3, 16, 53
Admission of Davis Scholars	9
Admission of International Students.....	9, 27
Admissions and Financial Aid, Trustee Committee on	34
Advisory Committee on Budgetary Affairs.....	15
Advisory Committee on Library and Technology Policy	32
Advisory Committee on Minority Recruitment, Hiring and Retention	19, 31
Advisory Committee to the Committee on Faculty Appointments.....	11-12, 15, 24
Agenda Committee.....	3, 7-9, 12, 15-17, 19-21, 24-32, 34-35
Alumnae Council.....	34
Amendment	4-6, 18
Appeals	6-7, 14-15, 35, 38, 48-49
Application and Report	52, 54
Appointments	1-2, 6-7, 11-12, 15, 21-24, 28, 30-31, 36-55
Articles of Government Describing Procedures	48
Assistant Professors.....	22-23, 40-42, 46, 53-54
Associate Professors.....	22-23, 30, 37, 39-42, 54
Awards	10-11, 21, 24, 26-27, 52, 54
Benefits	25-26
Black Representation.....	7
Board of Admission	9-11, 27, 34
Board of Appeals.....	6-7, 14-15, 38, 48-49
Board of Trustees	16-17, 22-23, 33-34, 48, 51, 53
Chair	6-8, 10-14, 16-39, 43-47, 50-52, 54
Change in the Basis of Tenure	51
Chaplaincy Policy Committee	35
Class Visits	43, 45
Committee for the Problem Referral Procedure for Faculty	32
Committee on Curriculum and Instruction.....	5-6, 18, 31, 36
Committee on Educational Research and Development	19
Committee on Faculty Appointments	2, 6-7, 11-12, 15, 21, 23-24, 30-31, 37, 40, 42-54
Committee on Faculty Awards	24
Committee on Faculty Benefits.....	25
Committee on Financial Aid	10, 26-28
Committee on Lectures and Cultural Events	28-29
Committees	2-3, 6-8, 11, 13-14, 18-19, 23-24, 33-34, 36, 38, 42, 44-47, 51
Committees of Academic Council	38
Conditions of Appointment.....	38
Curriculum	5-6, 17-18, 31, 34, 36, 52, 54
Dean	1-2, 8-9, 11-13, 17-22, 24, 26-27, 29-32, 35-40, 42-47, 49, 51, 53, 55
Dean of the College.....	1, 9, 13, 17-22, 24, 27, 29-32, 35-40, 42-47, 49-51, 53, 55
Decision-Making Procedures	48
Department Chair	23, 28, 38, 43-47, 50
Departmental and Extradepartmental Instruction.....	6
Departmental Committee	36-38, 49
Early Leave	23, 41, 52-55
Early Leave Policy	53
Eligibility	26, 38, 52-53

Articles of Government, Book I, 2011

Eligibility for the Initial Sabbatical Leave	52
Evaluation	9, 16, 23-24, 37, 43, 45-49
Evidence of Scholarly Strength and Growth	46, 49-50
External Professional Activities	47, 49-50
External Professional Evaluations	46
Finance Committee (Trustee)	33
Form of Grant	52
Faculty on Term Appointments	1-2, 12, 22-24, 37-39, 47, 55
Full-Time Appointments	39
Further Procedures	49
General Committee Regulations	6
Government of the College	1
Grant	5, 20, 25, 29, 41, 49, 51-54
Honor Code Council	34-35
Honor Code Hearing Review Panel	35
Instructors	1-2, 12, 22-24, 37-41, 45, 55
Instructors in Science Laboratory	1-2, 12, 22-24, 37-38, 55
Interdepartmental Appointments	42
International Study Committee	27
Investment Committee (Trustee)	34
Landscape and Buildings, Trustee Committee on	33
Leaves	22-23, 51-55
Length of Terms	41
Lecturers	23, 29, 37, 48, 55
M.I.T. Liaison Committee	35
Medical Professions Advisory Committee	29
Meetings of Academic Council	2, 13
Membership	1-2, 4, 7-9, 11-15, 17, 19, 21, 24-32, 35, 37, 43-44
Motion	3-5, 11-12, 14-15, 20, 22-24, 36-51, 53-55
Notifications	42
Outside Visiting Committee	18, 46
Parental Leave	55
Parliamentarian	3, 13
Part-Time Appointments	39-40, 54
Pension, Sick Leave, Insurance, Home Ownership Programs	55
Ph.D.	23, 39-41, 53-54
Physical Education, Recreation and Athletics Faculty	12, 24
Policy Committee for Lectures and Cultural Events	28
Powers and Duties	3
President	1-3, 6-7, 9-10, 13, 16-17, 19, 22-26, 28-32, 34-36, 38-39, 42, 48, 50-51, 53, 55
President's Advisory Council	7, 31
Privileges	1, 3
Process of Evaluation for Reappointment, Promotion, and Tenure	43
Promotion	11-12, 14-15, 22-24, 36-51, 53-55
Promotion Policies	49
Qualifications for Rank	39
Quality of Teaching	45, 48
Quorum	4
Reappointments	15, 22-24, 36-40, 42-51
Reappointments and Promotions Committee	23-24, 36-39, 42-51
Regular Part-Time Appointments	39-40, 54
Relation to Departmental Structure	47
Review Board	8, 27

Articles of Government, Book I, 2011

Rules of Order	3-6
Sabbatical Leave.....	23, 51-53, 55
Salary	23, 30, 33, 39, 52-55
Search Committee	37-38
Second-Level Assistant Professors	40-41, 46
Service to the College in Achieving its Educational Goals.....	47
Seven-College Conference.....	35
Special Meetings	6
Special Rules of Order	5
Stipend	23, 53-54
Student Evaluations.....	46
Student Government.....	1
Student Life, Trustee Committee on.....	34
Students	1-3, 7-21, 24-33, 35-36, 38, 46
Tenure	11-14, 16-17, 22-25, 30, 32-33, 36-37, 39-55
Termination of appointment After Tenure is Received.....	50
Time of Meetings	3
Trustee Committees	34
Trustee-Faculty Committee on Academic Affairs	34
Unpaid Leaves for Personal Reasons.....	55
Unpaid Leaves for Professional Purposes	51, 55
Wellesley Development and Outreach Council.....	34