



WELLESLEY COLLEGE FACULTY HANDBOOK

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I. INTRODUCTION

The professional responsibilities of the faculty are defined by our common commitment to learning in all of its various dimensions. The college expects faculty to be dedicated teachers with a significant commitment to scholarly accomplishment and to active participation in the life of the college community.

The goals of teaching are to transmit knowledge, encourage critical thought, and engage students in the process of inquiry. Energetic engagement in the classroom and serious commitment to the intellectual growth of all students are essential ingredients of an effective teacher. The goals of scholarship are the production of new knowledge, the encouragement of a sustained intellectual life, and the use of this intellectual engagement to enliven discussion in the classroom and within the college community and beyond. An additional hallmark of scholarship is involvement in professional life within and beyond the boundaries of the college. The goals of service are to create an inclusive, cohesive community of scholars and to sustain and enhance the central role that faculty governance plays in the liberal arts tradition. Furthermore, service to the college sustains and enhances the quality of the faculty and the excellence of the academic program.

The purpose of this handbook is to provide a convenient source of information about regulations, policies and procedures governing faculty affairs. It also describes benefits and resources available to faculty as well as other policies related to employment at the college. The information given here is intended as a guide to the processes relating to faculty but does not serve as a substitute for college legislation. All policies and procedures are subject to change without prior notice.

All faculty members are expected to be familiar with this handbook and abide by it. Failure to abide by the regulations, policies and procedures outlined in this handbook may be documented in faculty members' official files and/or may affect appointments or salary decisions made by the college.

For the purposes of this document, the term "faculty" refers to all officers of instruction whose appointment at Wellesley College involves teaching – full-time or part-time, with or without tenure, eligible for tenure or ineligible, assigned to membership in the faculty ranks or unassigned. Included are tenured and tenure-eligible faculty, faculty on term appointments, physical education recreation and athletic faculty, assistant coaches and instructors, instructors in science laboratory, language instructors, postdoctoral fellows with instructional responsibilities, performing music instructors, and other instructional staff, as appropriate. The term "department chair" is understood to refer also to "program director" in the case of interdepartmental programs. References to the "provost/dean of the college" can generally be interpreted to mean the provost and dean of the college and/or the dean of faculty affairs and/or the dean of academic affairs, as appropriate.

II. OFFICERS OF THE COLLEGE

A list of the members of the college's senior staff may be found at <http://www.wellesley.edu/Directory/LocalOnly/srstaff.html>.

III.FACULTY RESPONSIBILITIES

It is the responsibility of all faculty members not on paid or unpaid leave to be available for college obligations throughout the working week during the academic year – from Orientation until the end of examination period in December and from the beginning of the spring semester until Commencement. Faculty members are expected to arrange their personal schedules to be available for the full range of on-campus obligations (including department and committee meetings), to maintain regular office hours and to be available to meet with students throughout the academic year. If unusual personal circumstances require a different pattern of availability over an extended period of time, faculty members should make arrangements in advance with their department chair and the provost/dean of the college.

A. Teaching

Faculty members are expected to meet all scheduled classes. In the case of a conflict between a scheduled class and another professional activity, such as attendance at a conference, it is the faculty member's responsibility to inform students and his or her department chair well in advance and to arrange either appropriate alternative activities or make-up sessions for missed classes. Those who find it necessary, under extraordinary circumstances, to be absent from more than two classes in any one course during a semester must request approval from the provost/dean of the college.

Faculty are also expected to:

- be available to teach at all levels of the curriculum (*tenured and tenure-track faculty only*);
- engage in creative and innovative teaching;
- be available to teach at a variety of times and days across the class schedule;
- adhere to the registrar's class schedule and to the registrar's deadlines for submitting grades;
- abide by the college's grading policy;
- abide by departmental decisions regarding curriculum and teach courses in support of departmental needs and goals;
- direct student independent work, as appropriate;
- provide timely and discriminating evaluations of student work;
- contribute to college-wide teaching initiatives, such as the writing program and first year program, as appropriate; and
- abide by Articles of Government Book II (<http://www.wellesley.edu/DeanCollege/articles.html>) relating to instruction.

In addition, faculty who know the work of a student sufficiently well to write letters of recommendation are expected to perform this service. To avoid undermining a student's application, faculty members are asked to complete the recommendations by the deadlines specified as long as the student has provided sufficient advance notice. While faculty members are not obligated to write a letter for every student who asks, agreeing to do so incurs the obligation to write and return the letter in a timely fashion.

B. Scholarship

Tenured and tenure-track faculty are expected to:

- demonstrate scholarly growth and achievement by publication of original research or by exhibition/performance of creative work, as appropriate;
- present the results of their research at professional meetings;
- maintain college activity sheets;
- engage students as active partners in their scholarship, as appropriate; and
- engage in service on visiting committees, peer review of scholarship, or tenure and promotion reviews at other institutions.

In addition, *all faculty* are expected to:

- contribute to their area of expertise through intellectual leadership, presentations, book and literature reviews, and/or other forms of professional activity, as appropriate;
- engage in activities that promote professional development and improve the quality of scholarship and teaching at the college; and
- abide by rules and regulations regarding ethical standards of research including safety regulations, institutional research board, and the institutional animal care and use committee, as appropriate.

C. Service

Tenured faculty are expected to:

- be available to serve as department chair; and
- serve on Reappointments and Promotions (R&P) committees, participate fully in R&P deliberations, and vote on recommendations to the Committee on Faculty Appointments (CFA) or the provost's office.

In addition, *tenured and tenure-track faculty* are expected to:

- attend department meetings regularly;
- serve on departmental committees and comply with all reasonable requests of the department chair;
- be willing to assume departmental duties, as appropriate;
- serve on college-wide committees (except that faculty in their first year at the college are excused from service on committees of Academic Council);
- be active in the various fora and activities that constitute extra-curricular learning or contribute to the governance and well-being of the college; and
- serve as first-year advisors.

All other members of the faculty and instructional staff are expected to participate in departmental and college-wide activities as required by appointment guidelines or as appropriate.

IV. ROLES AND RESPONSIBILITIES OF CHAIRS, R&P COMMITTEES, DEPARTMENT MEMBERS, AND THE PROVOST'S OFFICE

Individual faculty members have particular rights and responsibilities, as outlined above. However, the individual also fits into a larger governance structure at the departmental and college levels. Below, we describe the roles and responsibilities of others in the academic division (the department chair, the R&P committee, and the provost's office) in order to clarify the relationship between those acting as officers of the college and individual members of the faculty.

A. Chairs' Responsibilities

Chairs and program directors play a key role in building and sustaining a culture of excellence in academic programs at the college. Chairing provides the opportunity to exert leadership and to advance the mission of the college in the context of a particular discipline. The chair guides colleagues in defining and implementing the curriculum, upholding standards of academic freedom and excellence, mentoring and evaluating colleagues and staff, recruiting and advising students, forming collaborations with other departments and programs, long-term planning, and ensuring responsible use of the college's resources. The chair also plays a conspicuous role in maintaining an atmosphere of collegiality and professionalism in the department or program.

In many instances, the chair is asked to represent the department and/or departmental interest in the larger college and external community. There are also numerous managerial functions for which the chair is directly responsible, or which he/she is responsible for delegating to others. Many of these functions can be carried out with the assistance of (or delegated to) the departmental administrative assistant. Because of the differences in size and complexity of departments and programs at the College, the responsibilities described here apply in varying degrees to different chairs and directors.

1. Regarding faculty

Chairs have responsibility to:

- preside, as appropriate, over evaluation of departmental faculty, including the scheduling and supervising of annual conversations and class visits, scheduling and chairing of reappointments and promotions committee meetings, preparing (or delegating the preparation of) appointments recommendations to the CFA¹;
- review grades and ensure that there is regular discussion of departmental grading patterns;
- oversee conduct of tenure-track searches and recruitment of faculty on term appointments, in consultation with departmental committee;
- submit staffing requests to the provost's office;
- coordinate staffing of classes offered by the department to meet the interests of students and the requirements of the field of study;

¹ The department chair is usually, but not always, the chair of the departmental R&P committee.

- comply with the registrar's instructions on distributing class offerings across the academic day and week;
- notify the registrar of classes cancelled because of low enrollment or any other reason;
- assign faculty to departmental committees and other departmental service, as needed; and
- advise the provost/dean of the college on retention of members of the department who receive offers of appointment at other institutions.

2. Regarding departmental staff

Chairs have responsibility to:

- supervise activities of administrative and other support staff;
- approve the weekly web time sheet;
- evaluate performance of support staff; and
- recruit new staff.

3. Regarding students

Chairs have responsibility to:

- counsel and advise majors, or delegate responsibility to others;
- sign major and transfer credit forms, or delegate responsibility to others; and
- provide opportunities within the department for students to resolve difficulties or address complaints.

4. Regarding curriculum

Chairs have responsibility to:

- oversee preparation of the departmental curriculum and its submission to the Committee on Curriculum and Academic Policy (CCAP);
- schedule departmental courses and (as appropriate) labs and discussion sections (bearing in mind the preferences of department members, but with the authority to override individual preferences in order to adhere to the Registrar's instructions on course schedule);
- coordinate departmental offerings with those of other departments; and
- act as departmental contact to CCAP or delegate responsibility to others.

5. Regarding budget

Chairs have responsibility to:

- prepare departmental budget (including use of endowed funds and gifts, if applicable);
- develop process for distribution of specific funds (e.g. Quick Fix, student entertainment);
- monitor departmental funds and expenditures and adhere to authorized budget; and
- process and approve departmental expenditures within the guidelines set forth by the Controller's Office.

6. Other

Chairs have responsibility to:

- inform the provost's office of anticipated space needs;
- preside at department meetings;
- act with power in cases of emergency;
- act as an agent of the college and implement college policies (as documented in college-wide policies);
- represent department/program at chairs' meetings and other college functions, as required;
- act as principal liaison with the provost's office;
- coordinate events for students, e.g. department open house for accepted students, orientation for sophomores interested in declaring majors, reception for graduating seniors; and
- submit annual report to the provost's office.

B. Responsibilities of Reappointments and Promotions (R&P) Committees

In addition to the appointments-related functions and responsibilities assigned to R&P committees by college legislation, members of R&Ps are expected to:

- coordinate sabbatical leaves to cover the curricular needs of the department;
- assist in the mentoring of faculty colleagues who are more junior; and
- advise the chair on policy and personnel.

C. Shared Responsibilities of Department Members

All department members are expected to:

- mentor and guide more junior departmental colleagues;
- participate in tenure-track searches and recruitment, as appropriate;
- contribute up-to-date information, as requested, for personal or departmental pages on the college website;
- provide for appropriate use and maintenance of department equipment and facilities; and
- account for and maintain department equipment.

D. Provost's Office Responsibilities

The provost/dean of the college, the dean of faculty affairs, and the dean of academic affairs are charged by the president and the board of trustees with general oversight of the faculty, the academic program, and the academic division. The responsibilities of the provost's office include, but are not limited to, the following:

- approval of tenure-track searches (in collaboration with the president) and authorization of faculty staffing;
- approval of all faculty hires and determination of starting salaries and start-up packages;
- review of reappointments of visiting faculty and all instructional staff whose appointments are not made by the CFA;

- development and implementation of strategic planning for the academic program;
- leadership of and participation in various Academic Council committees, as stipulated in Articles of Government;
- authorization of all payments to members of the faculty;
- control and oversight of all academic space;
- implementation and enforcement of college rules and policies;
- appointment of outside chairs or consultants, in cases where departments are unable to manage their own affairs satisfactorily;
- organization of periodic reviews of departments and programs;
- representation of faculty views to the president and board of trustees;
- appointment of directors of on-campus centers;
- consultation with departments about appointment of chairs.

V. POLICIES RELATING TO FACULTY

A. Appointments

1. Tenured and tenure-track faculty

See Articles of Government, book 1 and Reappointment, Tenure, Promotion and R&P Checklists (Appendices A, B and C).

2. Faculty on term appointments

See Articles of Government, book 1 and Guidelines for Faculty on Term Appointments (Appendices A and D).

3. PERA faculty

See PERA Guidelines (Appendix D).

4. Instructors in Laboratory Science

See ISL Guidelines and Handbook (Appendix D).

B. Hiring and Tenure-Track Searches

Recruitment of tenure-track faculty requires a national search. The search must comply with state and federal regulations, as well as college practices that are described in the Guidelines for Recruitment of Tenure-Track Faculty (<http://www.wellesley.edu/DeanCollege/recruit.pdf>)

Searches for other instructional faculty should adhere to the tenure-track search guidelines to the extent feasible given the time available to fill a position. Each department or program is expected to achieve a broad and diverse pool of applicants for each search at the college. The provost's office must be consulted before hiring any member of the instructional staff.

C. Visas for Faculty who are Foreign Nationals

The college will support the expenses associated with applications for H-1 and J-1 visas for tenure-track faculty. If a tenured or tenure-track faculty member applies for permanent resident status, the college will pay for the college's Form I-140; the faculty member is expected to pay for her/his own Form I-485 and any other expenses associated with the process.

The college will process applications for J-1 visas for non-tenure-track faculty.

D. Sabbatical and Early Leave

Legislation concerning sabbatical and early leaves is found in Articles of Government, Book I, Articles XII (<http://www.wellesley.edu/DeanCollege/bk1a12.html>) and XIII (<http://www.wellesley.edu/DeanCollege/bk1a13.html>). For the purpose of calculating eligibility for sabbatical or early leave, semesters of unpaid leave (professional or personal), parental leave and medical leave, or two units of reduced teaching load in one academic year, do not count as semesters of service. See the sections describing each of these for further details.

According to college legislation, the purpose of sabbatical and early leaves is to provide faculty 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.”² The CFA recognizes that a wide variety of scholarly projects might be considered consistent with this expansive rationale. In the case of **early leaves**, the committee's expectation is that approved projects will normally constitute original contributions to scholarly knowledge or understanding. Other kinds of projects (for example, scholarly work aimed at a non-specialist audience, textbooks, research on pedagogy) would be difficult to reconcile with the college's research expectations for tenure. In the case of post-tenure **sabbatical leaves**, there can be greater flexibility about the kind of projects appropriate for college support. At the same time, tenured faculty are accountable for the productive use of their sabbatical leaves; in determining whether to approve a sabbatical application, the CFA is entitled to consider the applicant's prior record of scholarly accomplishment.

In planning leaves, faculty members are expected to take into account the needs of the department or program and to consult with the department chair or program director in a timely manner.

Faculty can apply to the CFA for a paid leave under one of two plans. **Plan A leaves** provide for the payment of **half salary** during the leave period and require an application to the CFA that describes the nature of the faculty member's proposed project and demonstrates how it will further the purposes of the leave program. Ordinarily a person may take a semester or a year of Plan A leave at half pay if eligible for a semester or a year of leave. A faculty member who has accumulated two semesters of eligibility has

² The information given here is based on college legislation (Articles of Government, Book I, Articles XII and XIII). It is intended to serve as a guide to the sabbatical and early leave programs but does not serve as a substitute for legislation.

the option to use up both semesters under Plan A (i.e. at half salary) in order to take one semester of fully paid leave. Faculty applying for this kind of Plan A leave would use up extra eligibility in order to retain their full salary.

Plan B leaves require, in addition: a strenuous effort to obtain outside support for the remaining half of the faculty member's salary; a record of prior scholarly achievement appropriate to the discipline; and a demonstrated continuing capacity to make significant contributions to scholarship in that discipline. If these requirements are met, the CFA may recommend **full salary** for the leave period. Any funds appropriate for use as salary offset obtained by faculty members as a result of their applications for outside funding under Plan B will be used by the College as salary offset. Faculty members who are awarded grants or fellowships providing salary offset of \$6,000 or more are given research accounts by the College -- \$1500 for salary offset less than or equal to \$15,000; \$2500 for salary offset greater than \$15,000 -- to be used during the year of the leave.

In cases where a faculty member is applying for sabbatical leave to continue or complete a project for which s/he has already received sabbatical support, the CFA may request evidence of progress towards completion of the work. See Articles of Government, Book I, Articles XII and XIII, for the relevant legislation describing the purposes and provisions of the leave program in more detail. Final approval of paid leaves, as for all financial matters, rests with the board of trustees.

The college operates a **last leave** policy for faculty who are close to retirement. Under the terms of this policy, a faculty member who has indicated in writing to the provost/dean of the college the date of his/her retirement may apply for a Plan B (full salary) sabbatical without meeting the requirement of a strenuous search for outside funding. A faculty member who has applied for and received a last leave under this policy is not eligible to apply for any further sabbatical leaves from the college.

Faculty members often ask what constitutes strenuous effort to secure outside grants. Applicants for Plan B leave must show the CFA that they have submitted timely and well-argued proposals to **at least three** funding organizations that could reasonably be expected to support the project. Occasionally, there may be fewer than three possible funding sources, and in this case the application to CFA should discuss the availability of support for the proposal. Faculty members are expected to have developed projects far enough in advance of the leave to make grant proposals competitive. They are expected to identify sources of funding in their fields, and must consult with the director of sponsored research early enough to see if there are additional sources of funding of which they are not aware. If such sources are found, the faculty member is expected to apply.

By **October 1st** of the year before the leave, faculty who wish to apply for early or sabbatical leave under either plan must submit the college's application form to the CFA. This form is available in September from the provost's office and will be sent to all faculty who have notified us of their intention to apply for leave. Faculty are asked to list the granting agencies to which they have applied or intend to apply (including due dates), and to send copies of their proposals to the CFA as they are submitted. Approval of Plan

B leaves is contingent upon submission of all grant proposals to the CFA. Faculty members who do not submit copies of all proposals may be denied their leaves or may have Plan B leaves converted to Plan A leaves.

Faculty members who take a paid leave are expected to return to the college for a period of at least one year (after early leave) or two years (after sabbatical leave).

Faculty members on early or sabbatical leave may be required to vacate their faculty offices, at the discretion of the provost's office.

E. Unpaid Professional Leave

A faculty member may request a semester or a year of unpaid professional leave from the provost/dean of the college after obtaining permission from his/her department.

As described in legislation (<http://www.wellesley.edu/DeanCollege/bk1a15.html>), a faculty member taking unpaid professional leave may request (at the same time the leave request is made) that the year in which the unpaid leave is taken be excluded from the years in rank, for the purposes of reappointment, promotion and tenure.

Time spent on unpaid professional leave does not count as time in rank for the purpose of calculating eligibility for sabbatical or early leave. For purposes of salary, however, time spent on such leave does ordinarily count as time in rank.

A faculty member on unpaid professional leave is expected to notify the college (department chair and provost/dean of the college) of her/his intent to return by December 15.

Faculty members are expected to send a brief report on their unpaid professional leave to the provost/dean of the college by the end of the first month of teaching following the leave.

F. Unpaid Personal Leave

A faculty member may request a semester or a year of unpaid leave for personal reasons from the provost/dean of the college after obtaining permission from his/her department.

As described in legislation (<http://www.wellesley.edu/DeanCollege/bk1a15.html>), time spent on unpaid personal leave does not count as time in rank for purposes of salary, for calculating eligibility for sabbatical or early leave, or for reappointment, promotion or tenure.

A faculty member on unpaid personal leave is expected to notify the college (department chair and provost/dean of the college) of her/his intent to return by December 15.

G. Time Away from the College

The maximum time a faculty member may remain away from the college (in any combination of unpaid or paid leaves) is two consecutive years.

A faculty member on unpaid leave for two academic years is expected to notify the college (department chair and provost/dean of the college) of her/his intent to return by December 15 of the second year.

H. Consulting and Other Paid Work Outside the College

Because the fundamental obligation of a full-time faculty member is to the college, and because the college regards its contract as one for full-time employment, faculty members should receive permission in writing from the provost/dean of the college before agreeing to other employment of any nature. Even when such written permission is obtained, that permission shall not be construed as institutional sponsorship of the outside work.

Recognizing the value of faculty service to the larger scholarly community and the benefit of outside professional work to faculty members themselves, the college allows faculty members to spend not more than the equivalent of one day of each working week during the academic year engaged in work for which outside remuneration is received. Outside work cannot interfere with the full and punctual fulfillment of a faculty member's teaching responsibilities and other responsibilities to the college, including advising and department and committee service.

The equipment, supplies, or facilities of the college are not to be used in activities related to a faculty member's outside work which results in private gain unless the college receives market value for such use. (A faculty member must have the approval of the provost/dean of the college before using equipment, supplies, or facilities for outside work.) The college's name is not to be used other than to identify the consultant as an employee of the college.

I. Reduced Teaching Load

A faculty member wishing to reduce her/his teaching load must request the approval of the department chair and the provost/dean of the college.

The provost/dean of the college will not approve a full-time faculty member's request to reduce teaching for more than three consecutive years. Faculty members wishing to extend part-time teaching beyond three consecutive years are encouraged to consider conversion of their appointment to regular part-time.

Reduction in teaching load may affect either the timing of sabbatical leave eligibility or the salary that faculty will receive while on sabbatical. If a faculty member reduces teaching load by one unit in just one academic year, there is no effect on leave eligibility or sabbatical salary. If a faculty member reduces teaching load by one unit in more than one academic year, his/her sabbatical salary is prorated to reflect actual teaching load in the period that established eligibility for the sabbatical in question. If a faculty member reduces teaching by two units in a single year, leave eligibility will be delayed by one semester. (For the purposes of this policy, chair's units are counted as teaching units.)

J. Teaching Outside of the College

A full-time faculty member wishing to teach at another institution must inform his/her chair and receive the permission of the provost/dean of the college.

Tenured/tenure-track faculty may not teach more than one course per academic year at another institution while holding a full-time appointment at Wellesley. Tenured/tenure-track faculty wishing to teach more than one course at another institution in a given academic year must request an unpaid leave from the college.

Faculty may not accept a teaching appointment at another institution during a college-supported sabbatical or early leave.

Faculty may not hold a tenured appointment at Wellesley if they receive a tenured appointment at another institution. Appointments made jointly by the college and by another institution require the approval of the provost/dean of the college and the CFA.

K. Cancellation of Under-Enrolled Classes

A course may be cancelled by the college if it enrolls fewer than six students.

Instructors with fewer than six students at the first meeting of a scheduled course should promptly inform the department chair, who will then notify the provost's office.

The provost's office may grant exceptions to the minimum enrollment policy for reasons such as the following: a) the course is essential to the maintenance of a viable major program; b) cancellation of the course would make it impossible for students to complete their major; c) the course is being offered for the first time or by instructors in the first year of a tenure-track appointment.

If a course is cancelled and there is no reasonable opportunity for the instructor to teach another course in lieu of the cancelled course, the instructor is considered to have taught less than his/her contractual teaching load. The college reserves the right to assign an additional unit or units in succeeding years to make up for the cancelled course or (in circumstances where that is not possible) to reduce the instructor's salary.

If a course is cancelled, the department chair should promptly notify the registrar's office.

L. Grading Policy (Resolution on Grading Standards and Policies, voted by Academic Council in April, 2004, and reaffirmed in February, 2008)

In February 2003, Academic Council acknowledged the inconsistency between the college's legislated grading standards and current grading practices. In December 2003 and again in February 2008, the faculty voted in favor of specific measures to address this inconsistency and reaffirm the college's grading standards. The policies in effect are:

- The mean grade in 100-level and 200-level courses with 10 or more students should be no higher than 3.33 (B+). For the purposes of calculating the mean grade,

instructors should submit a letter grade for all students listed on the course grade sheet (including students electing the course credit/no credit);

- Instructors of courses with a mean above 3.33 should submit an explanation to the chair of the CCAP. If the high average grade is due to students' withdrawal from the course late in the semester or Incompletes that remain unresolved, the instructor should calculate a mean that includes estimated grades for students who withdrew or had incomplete work;
- The chair of the CCAP will report to Council each semester on the grades recorded in the prior semester, such reports to include the distribution of grades by course level and by department and, if applicable, the reasons that course grades exceeded the B+ maximum. These data should be discussed at least annually in academic department meetings;
- CCAP and the provost and deans will work together with the Center for Work and Service (CWS) and advisors for professional and graduate study to communicate our standards and values to recruiting companies and graduate institutions;
- The president and provost/dean of the college will meet with department chairs and/or individual faculty members when grades are consistently above those mandated by this policy.

M. Policies Governing Instruction

See Articles of Government, book 2

(<http://www.wellesley.edu/DeanCollege/articles.html>). In particular, we draw attention to the following:

- Instructors are expected to assign work in such a way that the time a student is required to spend on a course, for scheduled appointments and for preparation, should not exceed eleven hours a week during the semester. (Article VI, section 1)
- No academic appointments for students should be scheduled during the time reserved for Academic Council meetings. (Article X, section 4A)
- No class meetings should be scheduled during reading period except upon recommendation of the department and with approval from the CCAP. (Article X, section 2)
- Class meetings should not be scheduled during the examination period. (Article X, section 4C)
- The grade for a course should not be based solely upon a single piece of work, final paper or examination. (Article VII, section 2B)
- Any major paper or exercise should be assigned at least three weeks before it is due. (Article VI, section 2)
- Instructors are expected to report on the work done by first-year students and transfer students in the first half of their first semester. Such reports should be sent to the registrar if the student's grade is C or lower. (Article VII, section 2)
- An instructor may require an examination, a final paper, or neither, but may not require both. (Article V, section 1)
- The assignment of all final papers should be announced at least five weeks before the close of scheduled classes. Final papers should be due on a specified date after the end of classes. (Article V, section 1B)

- The assignment of all term papers should be announced at least three weeks before the close of scheduled classes. Term papers should not be due later than the end of reading period. If a course requires a final paper, a term paper for that course should not be due later than the last day of classes. (Article V, section 1C)
- If a student's work in a course is unfinished at the close of a semester, the instructor should assign a grade of "Incomplete." All late term and final papers should be submitted to the registrar, not to the instructor. (Article VI, section 4)

N. Problem Resolution Policies

1. Committees Responsible for Hearing and Reviewing Complaints

The following committees are mandated by legislation: Board of Appeals, General Judiciary, Academic Review Board, Committee on Faculty Appointments, and Review Committee for the Problem Referral Procedure for Faculty.

2. Open Door Policy and Problem Referral Policy for Faculty

Open Door Policy for Faculty

Faculty members are one of the college's most important resources. Open communication between faculty colleagues as well as between faculty members and members of the administration is essential for creating a productive and collegial work environment for all and for ensuring the long-run success of the institution. The college values faculty members' constructive suggestions and opinions.

The college encourages faculty members to discuss suggestions as well as problems or concerns with their department chair or program director. Junior faculty members may also benefit by raising such issues with their faculty mentor. In most cases, talking with one's department chair or program director is the most effective way to deal with a suggestion or problem. However, faculty members may discuss suggestions or problems with the relevant academic dean instead of, or in addition to, their department chair or program director. The provost's office can assist faculty in setting up these lines of communication.

If a faculty member has a more serious complaint, he or she is encouraged to consult the ombudsperson, who serves as a neutral advisor and can offer assistance in locating the appropriate procedure through which to pursue the complaint. The open door policy does not supersede the college's Policy Against Sexual Harassment and Unlawful Discrimination or other college policies governing specific types of conduct.

Problem Referral Procedure for Faculty

The Problem Referral Procedure for Faculty is a more formal procedure for serious workplace incidents involving two or more faculty members or involving faculty member(s) and non-faculty member(s) of the College community. The procedure may be invoked by both faculty and non-faculty members of the community.

It is important to specify those matters that should not be handled through this procedure:

- Complaints related to sexual harassment and unlawful discrimination are governed by the college's Policy on Sexual Harassment and Unlawful Discrimination and should be reviewed as dictated by that policy.
- Appeals of decisions of the Committee on Faculty Appointments should be reviewed exclusively by the Board of Appeals, as indicated in Articles of Government.
- Complaints about behavior of students should be taken to Honor Code Council or the Academic Review Board, as appropriate.
- Complaints about behavior of staff members should be pursued through the Problem Referral Procedure for Staff.
- Ordinary functions and activities of a department and its faculty, such as course assignments or departmental committee assignments, would not go through this procedure except in the case of a serious complaint (for example, something that could cause problems in a reappointment or promotion decision).
- Complaints which raise concerns about unlawful conduct, legal claims, or unsafe conduct may be resolved through procedures or mechanisms other than this problem referral procedure.

The ombudsperson is available to assist complainants in identifying the appropriate avenue for the resolution of a particular issue. Individuals who choose to use the Problem Referral Procedure for Faculty should do so within a reasonable time after the problem occurs, and certainly no later than the semester during which the conduct occurred.

Description of Problem Referral Procedure for Faculty

Step 1: The complainant should first discuss the problem with the department chair or program director of the faculty member(s) who is/are the subject of the complaint. If the department chair or program director is the subject of the complaint, the complainant should proceed directly to Step 2. In most cases, a problem can be resolved satisfactorily at this point. If the complainant is not satisfied, he/she may present the problem in writing to the department chair or program director, advising that he/she is initiating the Problem Referral Procedure. The complainant should provide the provost/dean of the college with a copy of this correspondence to inform him/her that the procedure has been invoked. Except in cases in which the department chair or program director believes further inquiry is required, he/she will typically respond to the complainant in writing within 15 business days of the receipt of the written complaint.

Step 2: A complainant who deems the response from the department chair or program director to be unsatisfactory may refer the matter in writing within 15 business days to the provost/dean of the college or the academic dean who has oversight responsibility for the relevant department or program. The complainant should make arrangements to meet with the provost/dean of the college or the academic dean to whom he/she has referred the matter. The provost/dean of the college or the academic dean may, at his or her discretion, form a small ad hoc committee to consider the complaint and advise him or

her as to how to proceed; in such cases, the role of the committee would be advisory only and the final decision-making authority would rest solely with the provost/dean of the college or the academic dean. Except in cases in which the provost/dean of the college or the academic dean believes further inquiry is required, the academic dean will typically reply to the complainant in writing within 15 business days of the meeting.

Step 3: A complainant who deems the response from the provost/dean of the college or the academic dean unsatisfactory may refer the matter in writing within 15 business days to the Problem Review Committee through the provost's office. This committee includes the provost/dean of the college (or designee), a faculty member elected to a three-year term by all faculty who are voting members of Academic Council, and one other member appointed by the president on a case-by-case basis. If the problem involves student or staff member complainant(s), the president may appoint a representative of the relevant constituency to fill this position. If the provost/dean of the college or the elected faculty member is involved in the original complaint or has other specific grounds on which to recuse himself or herself, the president will appoint another committee member to serve in his or her place. The Review Committee consults with the faculty member and other parties involved and typically issues a written decision within 15 business days after concluding its review, unless circumstances warrant additional time. The Review Committee has the discretion to reaffirm the decision from Step 2 or issue a new decision. An important part of this procedure is that Step 3 is final and the process is intended to provide resolution and closure.

3. Ombudsperson

The ombudsperson serves as an impartial, independent, neutral advisor who can offer confidential³ assistance to faculty, staff, and students who wish to discuss problematic issues arising from their work or their interactions with faculty and/or staff members on campus. For the 2010-11 academic year, the ombudsperson is Judith Rollins, Professor Emerita of Africana Studies. Conversations with the ombudsperson can take place either by phone at 781-283-3385, by email (jrollins@wellesley.edu), or in person (Clapp Library, room 238); an appointment is suggested but not required.

VI. RESOURCES FOR FACULTY

A. In Support of Teaching

The Pforzheimer Learning and Teaching Center (PLTC) provides orientation for new faculty, as well as a series of on-going workshops for faculty in their first year at the college. The PLTC also holds "shoptalks" for all faculty to share their teaching ideas with one another. See the PLTC website (<http://www.wellesley.edu/PLTC/>) for an up to date list of events. The PLTC maintains a library of books and other media related to teaching, hosts an annual lecture, and provides opportunities for videotaping of lectures. New faculty may be paired with a teaching mentor through the PLTC.

³ The principle of confidentiality applies unless questions of legality or safety are raised.

The Committee on Educational Research and Development (ER&D) (<http://www.wellesley.edu/AcadBudget/ER&D/erdcov.html>) distributes competitive grants for development of new courses, revision of existing courses, and travel related to pedagogy. All faculty are eligible to apply for ER&D awards.

B. In Support of Scholarly and Professional Activities

The Committee on Faculty Awards (http://www.wellesley.edu/AcadBudget/awards_guide.html) provides small grants in support of scholarly activities.

There are additional small grant and fellowships available to those faculty working in the Science Center (<http://www.wellesley.edu/ScienceCenter/Grants/grants.html>).

All benefits-eligible faculty (i.e. those working half-time or more) are entitled to travel to a professional meeting each year; the amount allotted depends on whether the faculty member is presenting at the meeting or not, and the base amount may be accumulated from year to year. If additional funds are needed, a faculty member may apply to the Committee on Faculty Awards for a supplementary travel award.

Faculty members may apply to Newhouse Center for the Humanities for fellowships while on early or sabbatical leave: <http://www.newhouse-center.org/>

The Office of Sponsored Research (<http://www.wellesley.edu/SponsRes/srhome.html>) provides information on available grants and guidance to faculty preparing proposals.

C. In Support of Faculty Development

Departments and programs should provide guidance and mentoring to new faculty members through class visits, annual conversations, and other, more informal, mechanisms.

In addition, new faculty may be matched with a mentor (a senior faculty member from a different department) through the college's mentoring program. Those who would like to be assigned a mentor are encouraged to contact the director of the program, Professor Maggie Keane (Psychology).

VII. FACULTY BENEFITS

A. Employee Benefits (Health, Dental, Retirement, etc)

Faculty working half-time or more are eligible for benefits such as health insurance, dental insurance, participation in the college's retirement plan, and other benefits available to benefits-eligible non-union college employees, as described in the Wellesley College Administrative Handbook, Section 7 (<http://www.wellesley.edu/HR/Adminhandbook/SEC7.html#7-1>).

B. Benefits for Faculty on Unpaid Leave

The benefits status of faculty who take unpaid leave is described at <<http://www.wellesley.edu/DeanCollege/leave.html>>.

C. Medical Leave

1. Tenured/tenure-track faculty

When a tenured or tenure-track faculty member anticipates missing work for an extended period of time, in excess of two weeks, due to his/her own illness or injury, or due to the illness or injury of a child, spouse, parent, or same-sex domestic partner, the faculty member may apply to the provost/dean of the college for a medical leave. Such a request should be accompanied by the completed Family and Medical Leave Act (FMLA) forms, which include a doctor's written documentation of the anticipated length of the leave. The FMLA forms are available at <<http://www.wellesley.edu/HR/Forms/FMLA.pdf>>; return the completed forms to the provost's office.

Ordinarily, a tenured/tenure-track faculty member with at least one year of service will be eligible for paid⁴ medical leave for a period not to exceed one semester (six months). An individual who is unable to return to work after the period of paid medical leave may request an unpaid personal leave; full-time and regular-part-time faculty members are covered under the college's long-term disability (LTD) policy and can submit a claim for disability benefits with the insurance carrier. This should be done at least a month before the expiration of the paid medical leave in order to allow time for processing of the claim and a determination of eligibility for disability benefits. Contact the Human Resources office for information about applying for LTD benefits.

A faculty member may be eligible for a partial paid medical leave if his/her condition is such that part-time work is possible, even though full-time work is not. A request for partial medical leave should be accompanied by the completed FMLA forms, which include a doctor's written documentation of the anticipated length of the leave. In such a situation, it may be possible for the individual to have two consecutive semesters of partial paid leave, after which the faculty member may request an unpaid personal leave.

A semester of medical leave (whether taken as full medical leave in a single semester or partial medical leave in each of two semesters) does not count as time in rank for the purpose of calculating eligibility for sabbatical or early leave.

Ordinarily, a faculty member will be eligible for no more than two semesters of full-time paid medical leave (or the equivalent of two full semesters of partial paid medical leave) over the course of his/her employment at the college.

⁴ For any period of approved paid leave, health and dental deductions will be made by payroll deduction. Faculty will be billed for any premiums due while on any unpaid leave under FMLA leave, when necessary. Faculty members are responsible for any premiums for contributory life insurance coverage in which enrolled, if applicable.

Paid medical leave runs concurrently with any available leave under the Family and Medical Leave Act (FMLA). FMLA leave is described in the Administrative Handbook, Section 3-1 (<http://www.wellesley.edu/HR/Adminhandbook/SEC3.html>).

When returning from a medical leave, a faculty member may be required to provide a doctor's written release to return to work prior to actually returning to work. The college may, at its own discretion and expense, require a second opinion.

Faculty returning from medical leave who require disability accommodations should contact Jim Wice, Director of Disability Services, at X2434 or jwice@wellesley.edu.

2. Other instructional staff

The above provisions for medical leave apply to all other instructional staff with at least five continuous years of half-time or greater service.

D. Parental Leave

1. Tenured/tenure-track faculty

The Parental Leave Policy for Tenured and Tenure-Track Faculty is described at <http://www.wellesley.edu/DeanCollege/parentleave.html>.

According to college legislation (<http://www.wellesley.edu/DeanCollege/bk1a15.html>), a faculty member taking parental leave may request (within 60 days of requesting the parental leave) that the year in which the parental leave is taken be excluded from the years in rank, for the purposes of reappointment, promotion and tenure.

A semester of parental leave (whether taken as two units of teaching release in a single semester or one unit in each of two semesters) does not count as time in rank for the purpose of calculating eligibility for sabbatical or early leave.

2. Lecturers, senior lecturers, instructors in science laboratory, PERA faculty

Lecturers and senior lecturers, instructors in science laboratory with multi-year appointments, and PERA faculty with multi-year appointments, are eligible for paid parental leave, as described currently in the parental leave policy for tenured/tenure-track faculty.

3. Other instructional staff

Other instructional staff in the first year are eligible for the maternity leave to which they are entitled by Massachusetts law, which is eight weeks of unpaid leave after three consecutive months of full-time employment. After the first year of service, a member of the instructional staff who is at least half-time is eligible for paid parental leave. An eligible individual who gives birth or who is the primary caretaker of a newly born or a newly adopted child under the age of eighteen or a newly adopted mentally or physically handicapped child under the age of twenty-three is eligible for six consecutive teaching

weeks of leave with normal pay and benefits during the period surrounding the birth or adoption.

Faculty who are not eligible for paid parental leave or who wish more time free from teaching responsibilities may also request unpaid personal leave.

E. Professional Development Leave (Lecturers and Senior Lecturers, ISLs and Senior ISLs)

Lecturers, senior lecturers, ISLs and Senior ISLs are eligible to apply for competitive one-semester professional development leaves after six consecutive years of service at the college. No individual will be eligible to have such a leave more than once every seven years, and no more than three such leaves will be awarded each academic year. An individual's salary during the leave period will be proportional to her/his average salary over the prior six-year period.

Applications for a professional development leave are submitted to the CFA by October 1 of the year before the academic year during which the leave is requested. Recipients are expected to submit a report on their leave to the CFA by the end of the first month of teaching following the leave; the CFA will consider a recipient's future application only if this report has been filed. Recipients are expected to serve out the remainder of their contract after the leave.

F. Tuition Grant (Tenured/Tenure-Track Faculty)

Full-time tenured or tenure-track faculty members who have completed five full years of employment and continue to work full time are eligible to receive a tuition benefit for their IRS-declared dependent sons or daughters.⁵ This benefit consists of tuition for full-time undergraduate study at another institution or one half of Wellesley's tuition, whichever is less, effective the start of the academic year following five full years of continuous employment. Only one grant per dependent per year may be paid. Grants are limited to eight semesters (four academic years). Tuition grants may be treated as compensation and be subject to taxation.

G. Wellesley College Tuition Remission

Full-time faculty members who have completed three full years of employment and continue to work full time may receive a benefit for their IRS-declared dependent daughters of 50% of Wellesley tuition, effective the semester following the anniversary of three full years of employment.⁶ The candidate(s) must be selected through the college's normal Board of Admission process and must maintain diploma grade standing.

⁵ Regular part-time tenured or tenure-track faculty members are also eligible for the tuition grant benefit.

⁶ Regular part-time tenured or tenure-track faculty members are also eligible for the Wellesley College tuition remission benefit.

H. Faculty Mortgage Program (Tenured Faculty, Tenure-Track Associate and Full Professors)

The Faculty Mortgage Program is described at
<<http://www.wellesley.edu/Finance/mortgage.html>>.

I. Early Retirement Plan (Tenured Faculty)

The Faculty Early Retirement Plan is described at
<<http://www.wellesley.edu/DeanCollege/WCEarlyRetireJan07.pdf>>.

J. Faculty Housing

Wellesley College provides over 100 dwellings of different types for members of the faculty. Benefits-eligible faculty (half-time or greater) in the professorial ranks (Instructor, Assistant Professor, Associate Professor, Professor or Lecturer) or faculty appointed as Instructors in Science Laboratory or within the Department of Physical Education, Recreation and Athletics, are eligible to apply for faculty housing and have renewal privileges. Other benefits-eligible members of the teaching staff may be eligible for housing on a space-available basis.

Information about faculty housing is at
<<http://www.wellesley.edu/Housing/FacHousing/>>.

K. Employee Assistance Program (EAP)

The college's employee assistance program provides counseling, consultation, and education to help faculty and staff with the stresses of life and work, including personal and family issues, drug or alcohol problems, and job-related tensions. The college has contracted with The Wellness Corporation to provide these services. Information about the EAP is at <<http://www.wellesley.edu/HR/CurrentEmployees/worklifeprograms.html>>.

VIII. COLLEGE-WIDE POLICIES

As employees of the college, all faculty are bound to follow all applicable college policies (<http://www.wellesley.edu/HR/policies.html>). In particular, we draw attention to the following:

- Policy Against Sexual Harassment and Unlawful Discrimination
- Policy on Hateful Incidents
- Business Conduct Policy
- Responsible Use of Information Technology Resources
- Weapons Policy
- Workplace Violence Policy
- Wellesley College Employee Confidentiality Policy
- Wellesley College Written Information Security Program (WISP)

It is college policy that all items paid for by Wellesley College (e.g., laptop computers) are the property of the college and must be returned when a faculty member retires or leaves the college.

IX. APPENDICES

A. Articles of Government, Book I

<http://www.wellesley.edu/DeanCollege/articles.html>

B. Articles of Government, Book II

<http://www.wellesley.edu/DeanCollege/articles.html>

C. CFA Checklists

1. R&P

<http://www.wellesley.edu/DeanCollege/CFA/r&p.pdf>

2. Reappointment

<http://www.wellesley.edu/DeanCollege/CFA/reappt.pdf>

3. Tenure

<http://www.wellesley.edu/DeanCollege/CFA/tenure.pdf>

4. Promotion

<http://www.wellesley.edu/DeanCollege/CFA/promo.pdf>

D. Appointment Guidelines

1. Faculty on Term Appointments

[Guidelines for Faculty on Term Appointments](#)

[Checklist for Review of Faculty on Term Appointments](#)

[Template of Activities Sheets \(FTA version\)](#)

2. PERA Faculty

[Guidelines for the Department of Physical Education, Recreation and Athletics \(PERA\)](#)

3. Instructors in Science Laboratory

[Guidelines for Appointments of Instructors in Science Laboratory \(ISLs\)](#)

[Checklist for Review of Instructors in Science Laboratory \(ISLs\)](#)

[Template of Activities Sheet \(ISL version\)](#)