

II. ADMINISTRATIVE AND ACADEMIC ORGANIZATION

A. Officers of the Administration

The President is the chief executive officer of Washington College. The President is responsible for the leadership of the College and is accountable to the Board for implementing the policies of the Board and for all of the programs and activities that further the educational mission of the College. All official communication between the faculty and the Visitors and Governors and between the students and the Visitors and Governors is directed through them. The President recommends to the Board candidates for tenure and promotion and presides at public exercises of the College and at meetings of the faculty.

The Executive Vice President of Strategy and Operations is responsible for overseeing key areas of administration while developing and executing a holistic strategy to help ensure the College's long-term sustainability.

The Provost and Dean of the College is responsible for the academic affairs of the College and is accountable to the President and the Board. The Provost and Dean is responsible for continuing study of academic policy, for the quality of instruction, for faculty recruitment, for the organization and operation of the student advising program, and for academic affairs in general. In the absence of the President, the Provost and Dean is the superior officer of the College.

The Vice President for Finance and Administration is responsible for the collection, disbursement and control of all College fiscal resources including the Endowment, as well as the management of the operations of the Business Office, Dining Services, Bookstore, and Summer Conferences. The Vice President is additionally responsible for the supervision of the faculty and staff benefit programs, insurance program, annual budget development and fiscal controls.

The Vice President of College Advancement plans, manages, and implements all facets of the College's fundraising and alumni and parent programs, working with the President, staff, Board, and key volunteers to develop and carry out strategies to increase advocacy, volunteerism, and financial support in support of the College's mission and goals. The VP for Advancement advises the President on Board and other volunteer recruitment, public relations, major donor strategies, program development, funding priorities, and donor stewardship.

The Vice President of Enrollment Management is responsible for admissions and all activities in connection therewith. They, along with their staff, represent the College in student recruitment activities. In cooperation with the Provost and Dean of the College and the Committee on Admissions and Financial Aid, the Vice President for Enrollment Management assists in the establishment, interpretation, and implementation of College admissions policies. In conjunction with the Director of Student Financial Aid, the Vice President for Enrollment Management assists in the establishment, interpretation, and implementation of College student financial aid policies. This vice president crafts and implements the overarching enrollment strategy for the College, uniting Washington College's warm and personalized recruiting approach with thoughtfully designed, data-informed strategic initiatives.

The Vice President for Marketing and Communication is responsible for articulating a differentiated value proposition to all key Washington College audiences, including prospective and current students, parents, alumni, faculty, staff, donors, and friends of the College. They are also responsible for strengthening and expanding the Washington College brand through diverse channels and geographies. This vice president heads the Office of Marketing and Communication, which oversees the College's suite of marketing and communication strategies and is responsible for all aspects of creative services; digital marketing; social media management; features and publications; news, public relations, internal and crisis communications; and photography and videography. The Vice President for Marketing and Communication is responsible for promoting the College's programs and events as well as its faculty, student, and alumni accomplishments to enhance Washington College's profile and reputation in the world of higher education and beyond.

The Vice President for Student Affairs and Dean of Students is responsible for ensuring that student life programs, services and policies foster student success and achievement in and beyond the classroom. In conjunction with appropriate College committees and staff and faculty involved in student life, Student Affairs deans and directors design programs and policies that anticipate or respond to student and institutional needs and support the educational mission of the College. All policy decisions directly related to the non-academic life of students are channeled through Student Affairs. Student Affairs departments and programs include residential life, first year student programs (such as orientation), career development, health and counseling services, student activities, Greek life, wellness programming, community service, multicultural affairs and, in collaboration with the Provost's Office, the Honor Board and the Honor Code.

The Vice President for Planning and Policy and Chief of Staff serves as the principal assistant to the President and as a member of the senior staff; oversees the administrative functions of the President's Office, Campus Events Office, Institutional Research, and College Communications; and acts as the primary staff liaison with the Board of Visitors and Governors, including preparation and execution of quarterly meetings.

The Dean of Library and Academic Technology provides leadership in strategic planning, and administration of library services, resources, and technologies as well as promotes the library's mission as a partner in teaching, learning, and research. The Dean of Library and Academic Technology is accountable for the acquisition, accessibility, and maintenance of academic library resources across all disciplines to ensure that the college meets expected benchmarks in terms of the curriculum, external reviews, and funding requests involving library resources. The Dean of Library and Academic Technology is responsible for the management of the College's archives, and also advises on copyright compliance across campus.

The Director of Human Resources is the chief administrative officer for human resources at Washington College. As such, the individual must be knowledgeable of State and Federal laws and best practices within the field of human resources and provide guidance in these matters to all levels of management. The incumbent is responsible for the development and implementation of the College's human resources policies and programs and other areas as may be assigned. The Human Resources Director is a member of serves as a liaison between Senior Staff and the Staff Council.

The Associate Vice President for Facilities is responsible for Buildings and Grounds, Physical Plant, and Sustainability.

The Director of Athletics is responsible for the supervision of all aspects of the varsity athletics program, club and intramural activities, the College's recreation program, and all associated facilities.

B. Departments and Divisions

1. Every instructor is a member of a department under the supervision of a designated department chair. Some members of the faculty may hold a joint appointment in two departments or in one department and one interdisciplinary program.
2. Departments are organized into three groups: the Division of the Humanities and Fine Arts, the Division of Natural Sciences and Mathematics, and the Division of Social Sciences. Each member of a department is also a member of a division. The principle purpose of the divisional grouping and of divisional meetings is to ensure thorough consideration of curricular proposals. Each division elects a representative to the Curriculum Committee for a three-year term.
3. Consideration of new programs and new courses within existing programs should be guided by the stated educational objectives of Washington College. Any change should be intended to strengthen the College curriculum considered as a whole.

It is expected that each department will constantly review its course offerings to ensure their pertinence to the overall educational program of the College.

4. When a department wishes to propose a change in its program, the request should be presented first in a division meeting, where it is the responsibility of the division chair to see that the matter is thoroughly discussed. Availability of library holdings in the area to be covered by a proposed course should receive careful consideration. If the decision of the division is to approve the proposal, the proposal then goes to the Curriculum Committee for further evaluation. The Curriculum Committee may discuss the matter with members of the concerned department or division. At the conclusion of its deliberations, the Curriculum Committee may return the matter to the division for further study or submit it to the full faculty for decision. Note: A new course can be offered as a Special Topics course three times. No restriction exists as to when the course is offered, whether it be annually, biannually, or less frequently. If the course is to be continued after these three offerings, the course must be submitted for approval through the normal procedures.
5. All departments will explain their methods of granting credit and assigning grades for the Senior Capstone Experience in their departments.
 - a. A faculty member will receive one course load credit (or the equivalent course stipend) for the supervision of 12 successful Senior Capstone Experiences. The one course load credit may, with the Department Chair's approval, be taken during the semester in which the 12th SCE is completed or within the succeeding two semesters. In some cases, it may be taken beyond two semesters after completion of the 12th SCE, with approval from the Department Chair and the Provost. In those departments and programs where faculty members share in the supervision of a student's Senior Capstone Experience, the load credit will be apportioned accordingly. The overall count of Senior Capstone Experiences will be kept in the Registrar and Registration's office. Each faculty member supervising an independent capstone experience for a student pursuing a double major will be allowed to count that supervisory task for full workload credit. Faculty members supervising an integrated thesis that is undertaken in fulfillment of a double major will receive full or partial workload credit as determined by the chairs of their departments.
 - b. A faculty member who has invested in an unsuccessful senior capstone experience an amount of time equivalent to that normally invested in a successful senior capstone experience can appeal to the Provost to have this effort counted as the equivalent of a successful experience.

C. Department Chairs

Department chairs and directors of academic programs that grant majors, drawn normally from among the full-time tenured members of each department, are appointed by the Board of Visitors and Governors upon the recommendation of the President, after consultation with the Advisory Committee on Tenure and Promotion and the full-time members of the department or program. Chairs are normally appointed for a term of three years. Appointments are reviewed annually and may be renewed.

A faculty member appointed to the position of department chair assumes not only a position of collegial leadership but also one of administrative responsibility. While chairs continue to function primarily as teachers and Advisors, in their role as chairs they assume additional administrative duties. They must assure that College policies are implemented within the department. They promote the best interests of the department as something greater than the sum of the individual interests of its faculty members. Chairs are also entrusted with oversight of departmental discipline. They ensure the faithful and conscientious discharge of duties and the maintenance of high standards of professional conduct, so that student academic needs receive the highest possible priority in the organization of the department's work. Finally, to employ the language of the College By-Laws on the subject, department chairs are "responsible for the instruction and academic programs of their Departments and [are] accountable to the Dean."

Given the multiple responsibilities that departmental Chairs are expected to manage, the Dean's Office shares updated procedures online and routinely offers guidance to Chairs. Each semester, Chairs' meetings are held where mentoring is a regular topic. This allows both the Dean's Office and more

experienced Chairs to play a role in leadership development. Although the particular functions of a department chair will vary greatly depending on the character of the academic program in question and the abilities of the chairperson, there are certain common responsibilities including, but not restricted to the following:

Personnel: The chair coordinates all searches for faculty in their department, involving departmental faculty and majors meaningfully, and transmits the final recommendation, with an explanatory report, to the Advising Committee on Appointments. The chair will represent the department in any discussions which may ensue. Along with the Provost and Dean of the College, the Chair shares responsibility for orienting new faculty members to their environment and duties and for mentoring during the probationary period for those who hold tenure-track appointments. As stipulated in our rules governing continuing appointments, probationary faculty are entitled to get constructive criticism, counsel, and encouragement, which does not omit discussion of problems and needed improvements, from their colleagues.

To facilitate mentoring of tenure-track faculty members during the probationary period, Department Chairs are required to conduct peer observations of teaching at least once per year. If the Chair is unable to observe the tenure-track faculty member during a given year, the Chair may designate a tenured faculty member to conduct the observation in their place. Department Chairs are asked to use their judgment regarding the need for additional visits based on the tenure-track faculty member's range of courses and the most helpful means of conveying feedback. Department Chairs are strongly encouraged to include the information gathered during teaching observations and debriefing sessions in their letters for annual review and for tenure and promotion.

In addition, department chairs should encourage the probationary candidate's ongoing professional development and should keep them informed of problems and progress, through informal input, as well as by means of annual reviews, by mentoring faculty on the tenure-track, helping them to ease into a full complement of courses and growing service obligations while preserving time for research. Annual reports, third-year review assessments, tenure evaluations, and promotion recommendations should all take into account evidence concerning the candidate's, teaching, scholarship, and service. (For a detailed description of a chair's responsibilities in these evaluations, see the appropriate sections of this handbook.) To supplement what may otherwise be available, the chair will have access to all student evaluations. The chair should obtain from the candidate an updated vitae, course syllabi, and other materials that might be legitimately germane to assessment.

Chairs should also monitor the teaching effectiveness of all members of the department, not just those who are untenured, and address shortcomings when they appear, as well as monitor the grade distributions for the department as a whole and for each member, and address outliers and any disturbing trends over time. Chairs should endeavor to work with members of the department to establish standards for syllabi, in accordance with the document "Elements of a Good Syllabus," distributed in December 2011.

Similarly, chairs share with the Provost and Dean of the College responsibility for the recruiting, hiring, orienting, and mentoring of part-time and temporary appointments in their departments. Chairs need to inform such appointments of their departmental and College duties as well as to alert them to any opportunities the College provides for their continuing professional development. Chairs need to monitor the performance of part-time and temporary appointments and to provide them with constructive criticism, counsel, and encouragement at regular intervals.

Operation of the Department Program: The Chair plans the course schedule for the department—not just semester-by-semester, but with an overall plan for a rotation of courses that determines how often each course needs to be offered, provides predictability for students and advisors on when each course will be offered again, yet leaves room for the occasional special topic course. The chair assures that the work of the department is fairly distributed among its members, by balancing the teaching preferences of the department's faculty against the need for courses required for a coherent major and sufficient opportunity for students to take them; prepares the course offerings (with recommendations as to time, place, and enrollment limits) for transmission in good time to the Registrar's Office; coordinates events that are sponsored by the department; reports senior capstone results (including thesis or project titles, where appropriate) to the Registrar's Office. They approve acceptability of proposed student summer school coursework, assist the Registrar's Office in the evaluation of transfer student transcripts, signs diplomas on behalf of the department, and certifies to the Registrar's Office that candidates for graduation have successfully completed the course work prescribed for the major.

The Chair must coordinate the preparation of departmental reports on those special occasions, like periodic outside review that make necessary a comprehensive effort at self-examination. It is also the chair's responsibility to mobilize the department's efforts to achieve satisfactory participation in the College's assessment programs. It is the chair's responsibility to lead and to guide departmental colleagues in the development, implementation, and administration of college-wide curricular and co-curricular initiatives as they affect departments (internships, study abroad opportunities, intercollegiate cooperation, faculty and student exchanges, college-wide proficiencies, etc.).

The Chair should designate a reasonable number of writing-intensive courses each semester, taking care to ensure that each conforms to the writing-intensive guidelines promulgated by the Director of the Writing Program. The Chair is also responsible for establishing and maintaining labs/facilities/computers/software/classrooms specific to department. The Chair should oversee the management of department-specific awards and prizes, the organization and execution of department-related conference/research/student trips/summer programming/co-curricular activities, and textbook selection.

Advising: Traditionally, the chair has had a special role in the advising of majors. This has entailed not only assistance with course selection by majors but sound advice pertaining to post-graduate professional training in the field of the major. The chair has a special obligation to become knowledgeable about career possibilities and requirements for departmental majors. No longer, however, is the advising of majors limited to the chair.

The Chair has responsibility for coordinating the advising function within the department and assuring its sound operation, while endeavoring to assign advisees and Senior Capstone students to department faculty member in a manner that is equitable. To this end, the Chair should establish

and maintain meetings for advisory bodies specific to department/program and should provide appropriate social events for faculty and students in the department, to promote informal relationships and a sense of comity in a shared enterprise. The Chair is also responsible for ensuring that each major is well advised on course selection and progress in completing the program, for developing a process for ensuring that each major is well advised in the process of formulating and executing the Senior Comprehensive Experience, and for providing a clear written set of guidelines specifying departmental expectations, procedures, and deadlines for the SCE.

Chairs should also hire, train and supervise student workers that serve the department, specific programs and facilities and are responsible for the recruiting, interviewing and hiring of teaching assistants/class mentors/language lab instructors. The Chair is required to advise prospective majors and minors on program requirements, sign declaration cards, facilitate student transfer crediting, distribution requirements, study abroad and extra credits, write and distribute letters of recommendation, and to oversee internship/job/grad school information through coordination with the Center for Career Development and the Assistant Dean for Curricular Enrichment.

Communication: The chair is the department's official spokesperson and a channel for administrative communication with the department. They present and promote the department's legitimate interests in all appropriate venues. The chair keeps the Provost and Dean informed on the state of affairs within the department, not least by submitting a comprehensive annual report that conforms to the format and requirements specified by the Dean, at the end of each academic year. The chair coordinates the department's co-operation, where possible with other offices of the College (e.g., Admissions, Advancement, Alumni, Athletics), or with agencies in the community, as required. The chair will strive to maintain a harmonious and collegial working environment within the department and among departments. Open and timely communication with departmental colleagues is a crucially important ingredient in the achievement of an ideal working atmosphere. One obvious mechanism for the interchange of information, concerns, and ideas is the holding of department meetings on a regular basis. The chair is responsible for updating, on an annual basis, the department's materials in the College *Catalog*, and ensuring that the department has an assessment plan in place that conforms to Middle States standards, and that department performs an annual assessment of the level of accomplishment of each objective, takes appropriate action to remedy deficiencies, and reassesses the following year to determine the effectiveness of corrective actions. For each semester's course schedule, post descriptions of special topics classes that are not described in the College catalog or on the departmental website, and monitor departmental enrollments during the registration process and address problems of large waiting lists and sparsely enrolled classes. This is especially important during first-year registration in June.

In addition, the chair will work with the SGA to ensure the administration of a useful survey for the bi-annual State of the Majors Report, and will assist in the administration of the survey to ensure a high response rate; otherwise, the resulting report will be of little value. The chair will participate in college-wide programs, including ENG 101, FYS, distribution, Cater Society, etc.; will oversee departmental role in interdisciplinary programs, including advising of students (and SCE), class enrollments, and co-curricular activities.

The chair will create and maintain a department-specific website, as well as departmental newsletters/blogs. The chair will recruit faculty and student coverage for campus Open Houses, and maintain a relationship with the Admissions Office to identify, contact and track prospective students. The chair will establish and maintain relationships with discipline-related governing bodies (including societies, honor fraternities/societies, and associations) and will maintain connections with departmental alumni.

Budget: The chair is responsible for establishing, after full and careful consultation with departmental colleagues, the resources that are required for successful operation of the department. These will be presented to the administration in a timely manner, in accordance with the budget protocol. The chair will be prepared to explain to the Provost requests that are found to be vague or unreasonable and will be prepared to consider, in close consultation with colleagues, revisions that are suggested by the Provost. The chair will be responsible for authorizing purchases and validating vouchers that are generated in conformity with the approved departmental budget, and will organize, apportion and track capital funds specific to the department.

Conflict resolution: The chair serves as the first level of appeal when conflicts arise between students and department colleagues or among department members. This includes receiving and responding to CARE reports that allege faculty bias in a course or SCE. Students and employees raise concerns in a variety of ways, for example, through verbal conversations and email; however, if a CARE report is filed through the Advocate System, then it should be routed to the department chair and Human Resources. If the faculty member is also the department chair, then the report should be routed to the Provost and Human Resources. Every effort should be made to settle such issues at the department level by mediation and/or judgment; however, if the complaint falls under the College's Title IX policy, then the Title IX Coordinator will follow up on the complaint (see Section U "Policies on Discrimination, Harassment and Sexual Misconduct" for further details).

Release Time and Stipends for Chairs and Directors: Chairs of academic departments and Program Directors of interdisciplinary programs offering majors receive one course release per academic year in recognition of their administrative duties as chairs. (For the natural science chairs teaching lab courses, this means one lecture or two labs.) Chairs are free to determine to which semester of the academic year they will apply their release time. Chairs who do not want to take release time will receive a regular course stipend in lieu of release time. Chairs will have to let the Office of the Provost know by March 1, of the preceding academic year, in which semester they would like to take their release time.

Program directors of interdisciplinary minors will receive a stipend for their services. This stipend will be in the amount of \$1,000.

During a year for which a chair has been granted a paid or unpaid leave or is granted a reduced teaching load for other than administrative reasons, they are not entitled to claim course release in their role as chair. Acting chairs are only entitled to course release if their responsibilities extend over at least two full semesters.

Chairs of complex departments receive two course releases per year. A Chair may opt to receive compensation at the prevailing rate for undergraduate adjunct/overload instruction for one or both of these released courses. The Chairs of other departments receive one course release per year or the undergraduate adjunct/overload rate. The formula to designate complex departments can be determined thusly:

- FTE faculty average of 7 or more across the last 3 years, **or**
- An average of at least 200 credit hours by FTE faculty across the last 3 years, **or**
- An average of at least 20 graduating majors across the last 3 years.

Chairs of departments that do not meet any of these three criteria may petition the Dean for an additional release in the event of circumstances that are not taken into account above.

Based on the last three years of data, the following departments would qualify as large or complex departments:

Biology, Business Management, Economics, English, Environmental Science and Studies, Math and Computer Science, Music, Political Science, Psychology, Sociology, and World Languages and Cultures

An eligible faculty member may normally take a maximum of two course releases, two stipends, or one release and one stipend per year—but taking two course releases in one semester, or one release in fall semester and one release in spring semester, requires the acquiescence of the department chair. If a second release is not possible, the alternative is a stipend. Chairs of complex departments who are entitled to two course releases and/or stipends on that basis and are also eligible for a release or stipend for SCEs may take all of them as stipends but may not take more than two of them as course releases; the third must be a stipend.

D. External Reviews of Academic Departments and Programs

A regular cycle of external peer reviews of academic departments and programs constitutes one of the College's major academic planning and assessment strategies. Washington College's academic review process follows a ten-year cycle for major-granting programs (departments and interdisciplinary programs). It includes three formal elements: self-study, external review, and department/program response. It also includes a summary presentation to the Academic Affairs Committee of the Board of Visitors and Governors, and, as a final step, consideration and potential implementation of recommendations. The Department Chair or Program Director may propose to include pertinent interdisciplinary minors, certificates, or co-curricular programs in the review, and programs may request review in tandem. Departments and programs may request that their external peer review be accelerated or delayed.

Changes to the frequency of external reviews, their timetables, and guidelines are determined by the administration in consultation with the faculty.

Detailed Academic Review guidelines are located here (<https://washcoll.sharepoint.com/:b:/r/sites/WCFaculty/FacultyAdminReports/Shared%20Documents/Provost%20Faculty%20Resources/Program%20Review/Academic%20Review%20Process.pdf?csf=1&web=1>).

E. Faculty Meetings

Faculty meetings are presided over by the Faculty Moderator, and are typically held on the first Monday of each month from September through May except Labor Day and when classes are not in session. The meetings are intended to provide a forum for discussion of the activities and educational policies of the College, for formal action of the faculty where such action is indicated, and for general communication.

Special meetings may be called by the President of the College according to their judgment or whenever requested by at least five voting members of the Faculty, in coordination with the Faculty Moderator.

Attendance at faculty meetings is expected of all voting members of the faculty. The Provost and Dean of the College should be informed of any anticipated absences.

Robert's Rules of Order govern the meetings. Voting is *viva voce* or by a show of hands unless a secret ballot is requested by a voting member or unless the Faculty Moderator declares a secret ballot desirable.

The President, Provost and Dean of the College, and all tenure-line faculty members and professional librarians, are entitled to vote at faculty meetings. Visiting Assistant Professors, lecturers, staff members and other faculty members who teach at least half-time (3 courses per year) may also vote after two years of service. Following two years of at least half-time teaching, non-tenure-track instructors may only vote during academic years in which they teach at least half time.

Non-voting members of the faculty, and all administrative officers of the College, and the Staff Council Chair, even though not entitled to vote, are urged to attend faculty meetings.

The President of the Student Government Association and the Editor of the *Elm* (or their designates) may attend faculty meetings as observers.

When items of policy are to be presented for a vote, or whenever by a majority of those present it is so ordered, items must be submitted in writing to the entire faculty for consideration at least one calendar week in advance of the faculty meeting at which a determination is to be made.

By formal resolution of the Board of Visitors and Governors of the College, it is recognized that the faculty has the right, speaking for itself as a corporate body, to make its opinion on educational policy known to the public as long as educational policy is not interpreted in such a way that it overlaps the legal responsibility of the Visitors and Governors. It is the further opinion of the Board that wherever practical, the faculty should consult with the Board before publishing such opinion.

By faculty resolution, routine announcements of upcoming campus events (art exhibits, concerts, films, lectures, plays, etc.) are not ordinarily made in the faculty meeting.

The Faculty Handbook

The Faculty Handbook will be maintained as follows:

1. Changes to handbook language approved by the faculty at faculty meetings will be reflected in the Faculty Handbook for the following academic year. Unless otherwise noted, policy changes will take effect at the beginning of the academic year following faculty approval.
2. Parties bringing proposals to the faculty that will result in changes to handbook language will include current and proposed language, including identification of the section in the handbook being modified.
3. The Faculty Moderator will review the proposed change for consistency with existing handbook language, and notify the proposing parties of any irregularities that need to be corrected.
4. The Faculty Moderator, in consultation with the Chief of Staff, will identify policy changes that require approval from the Board of Visitors and Governors before being included in the handbook.
5. The Faculty Secretary will include approved handbook changes as appendices to faculty meeting minutes. Once the minutes have been approved, the Faculty
6. Moderator will review them to determine if any other content requires a handbook update and so notify the Faculty Secretary.
7. The Faculty Secretary will keep a running, unpublished update of the Faculty Handbook reflecting changes indicated in approved faculty meeting minutes. At the end of the academic year, the Faculty
8. Secretary will convey the updated handbook to the Provost's Office by May 15.
9. The Provost's Office will solicit updates from administrative offices which will be due July 1, and publish the new handbook by August 1.

F. College Committees

In the belief that the faculty should play a central role in the determination of academic policy, Washington College maintains a number of standing committees. However, in order to free faculty members as much as possible for their teaching and scholarly work, the College attempts to keep the number of committee assignments and service to a minimum. It is understood that junior faculty members with less than two years' credit towards the probationary period will assume a full measure of service work only gradually, and shall not serve on any Standing Committee of the College in their first year. Junior faculty members with two or more years' credit towards the probationary period may serve on Standing Committees of the College in their first year.

Only tenure-line faculty members and professional librarians are eligible to serve in faculty positions on Standing Committees of the College.

All terms for faculty members on standing committees are for three years, except for the Advisory Committee on Tenure and Promotion and the Advisory Board of the Cromwell Teaching and Learning, whose members are elected to two-year terms. Members of all committees are elected for staggered terms in order to provide continuity of experience on each committee. Faculty members are eligible for re-election to all committees, though not ordinarily for successive terms.

Administrators

The President and the Provost and Dean of the College are members of all standing committees except the Appeals Committee, and IACUC, on which the Provost serves and the President does not.

The President and the Provost and Dean of the College are without vote on all standing committees except the Advisory Committee on Tenure and Promotion, on which the Provost and Dean of the College votes and the President does not. The President and the Provost and Dean of the College are not eligible to chair standing committees, with the exception that the Provost and Dean of the College chairs the Advisory Committee on Appointments, the Advisory Committee on Tenure and Promotion and the Curriculum Committee.

Students

Unless otherwise noted below, student members of committees shall be appointed by the Student Government Association.

Ad hoc committees and other new groups

Before ad hoc committees, working groups, or taskforces that include faculty members are created, the Faculty Council will be consulted to determine if an ad hoc group is needed, and, if so, how that new ad hoc entity will relate to the College's co-governance structure. If the new ad hoc committee requires faculty representation that falls outside of the committee structure, the Faculty Council will determine if the faculty representation will be selected by appointment or election. Based on that determination, the Service and Scholarship Committee will either nominate or conduct an election for the appropriate faculty representatives.

Standing Committees of the College

Academic Standing and Advising: Responsible for monitoring the academic progress of students, rewarding academic achievement, and ensuring the proper academic advisement of students. Considers all cases of academic standing within the student body; handles petitions for exempting individuals from academic policy. Recommends policy regarding academic rules (e.g., transcripts or counting of credits). Develops policy and guidelines for all aspects of academic advising, including advisor orientation, advising workshops, the *Catalog*, and other written guidelines; regularly evaluates the advising system (material relating to the performance of individual Advisors will be evaluated by the Advisory Committee on Tenure and Promotion). Reviews criteria for academic awards on campus. After appropriate consultation with the faculty, the committee meets without its student members and submits nominations at the April faculty meeting for the George Washington, Clark-Porter, and Goldstein Awards and the Catlin and Casey Medals.

Membership: Three faculty members, one from each division; two students; The Assistant Dean for Student Achievement and Success; the Vice President and Dean of Student Affairs or designee; and the Registrar and Registration. After the last faculty meeting of the school year and before commencement, the faculty members of the newly constituted committee will elect one of their number as chair for the upcoming school year and report the chair's name to the chair of Service and Scholarship.

Admissions and Financial Aid: Works with the Admissions Office to develop recruitment programs and to integrate admissions activities with other aspects of campus life; recommends admissions and financial aid policies; assists the Vice President of Enrollment Management and Marketing in the execution of the recruitment, admissions, and financial aid policies of the College. The faculty chair attends meetings of the Board Admissions Committee as non-voting member.

Membership: Three faculty members, one from each division; three students, one of whom must be a first-year student; the Vice President of Enrollment Management and Marketing; the Provost and Dean of the College or designee; the Vice President of Student Affairs and Dean of Students or designee; the Director of Admissions, and the Director of Financial Aid. After the last faculty meeting of the school year and before commencement, the faculty members of the newly constituted committee will elect one of their number as chair for the upcoming school year and report the chair's name to the chair of Service and Scholarship.

Advisory Committee on Appointments: This committee advises the President and Provost on hiring decisions in tenure-track and other full-time faculty searches. It assists the College with efforts to conduct fair, equitable, and inclusive faculty searches; provides for the orderly and thorough peer review of the qualifications of individuals recommended for a faculty appointment at the College; evaluates the effectiveness of the College's performance in recruiting and hiring faculty from diverse and underrepresented backgrounds; and reviews and recommends updates to the *Faculty Recruitment Guide*.

Membership: The Associate Provost for Diversity & Inclusion who serves as chair and three faculty members, one from each of the three divisions. At least one faculty member should be tenured. Committee members will be trained to support inclusive search processes. Faculty serving on the Advisory Committee on Appointments may not serve simultaneously on the Advisory Committee on Tenure and Promotion and are excused from serving on any other Standing Committee of the College.

Advisory Committee on Tenure and Promotion: The President, with the advice of this committee, recommends to the Visitors and Governors all appointments to continuous tenure, promotions in rank within the faculty, dismissals from the faculty, and the appointment and regular evaluation of department and program chairs. This committee hears faculty personnel grievances and disputes that are not covered by the policies on discrimination and sexual harassment or by the Faculty Appointment and Tenure Appeal Procedure and that cannot be resolved by the department chair or the Provost and Dean of the College. It advises on the awarding of sabbaticals and leaves of absence. In accordance with the College by-laws, it also conducts an annual review of the size and distribution of the Faculty in relation to the overall curricular needs of the College. Faculty committee members serve as the pool of recommended faculty representatives for presidential search committees. Faculty serve staggered, two-year terms. Faculty serving on the Advisory Committee on Tenure and Promotion are excused from serving on any other Standing Committee of the College.

Membership: Four faculty members holding tenure, one from each of the three divisions and one at-large; the Provost and Dean of the College, who serves as chair; and the President of the College, who serves as *ex officio* non-voting member.

Appeals: Hears appeals by faculty members who have been denied re-appointment, tenure, or promotion, in accordance with the Faculty Appointments and Tenure Appeal Procedure. The committee elects its own chair if and when it is convened to hear an appeal. No one serving on the Advisory Committee on Tenure and Promotion may serve concurrently on the Appeals Committee. (A member of the Appeals Committee may be elected to the Advisory Committee on Tenure and Promotion, but by accepting election that person automatically resigns from the Appeals Committee, to be replaced on the Appeals Committee at the next faculty meeting.)

In addition, the members of Appeals will serve as the pool from which the Provost would select faculty representatives to a Discrimination and Dispute Review Committee (DDRC) if and when one is convened to review a case alleging violation of College policy in matters of discrimination or harassment.

Membership: Three faculty members holding tenure, one from each of the three divisions, and two at-large faculty members holding tenure, from different divisions; all five members will be elected by the faculty.

Assessment: Receives and reviews Student Learning Outcomes Assessment (SLOA) reports from academic departments and programs, including all majors and minor programs. Coordinates, with the assistance of the Writing Program Director, the First Year Program Director, and department chairs, assessment of the general education program in accordance with the standards established by the Middle States

Commission on Higher Education. Provides feedback to departments and programs regarding SLOA reports, and submits an annual summary of findings to the Provost and the Curriculum Committee. Consults with departments, programs, and faculty at large in developing meaningful and sustainable assessment methods. The reporting of the assessment committee to the Provost and/or back to departments must not be used for purposes of merit decisions or tenure and promotion. The committee receives support from the Director of Institutional Research and other relevant staff in the Provost's office.

Membership: Three faculty, one elected from each division and one at-large member, for three-year terms (staggered). Director of Institutional Research (ex officio, non-voting). The faculty of the committee elect one of their elected number as chair annually.

Benefits and Finance: Responsible for ongoing review of and recommendations for modification of all matters related to "fringe benefits," including (but not limited to) health insurance, retirement benefits, group life and disability insurance, and tuition remission. Recommendations will be brought to the attention of the appropriate administrative office. The Benefits and Finance Committee will meet, as an advisory body, in preparation of the College's annual budget, in review of previous year performance, and in review and recommendations concerning salary and fringe benefits policies.

Membership: Three faculty members, one from each division (at least one must be tenured); the President; the Provost and Dean of the College; and the Vice President for Finance, who will also serve as co-chair; one member each from the dining service, maintenance, professional and clerical staffs; and the Director of Human Resources. A rotating representative (non-voting) from the Faculty Council shall attend Benefits and Finance Committee meetings in addition to the elected faculty members of the Benefits and Finance Committee. Faculty members (non-voting) of the Planning Committee will also attend Benefits and Finance Committee meetings for consideration of budget issues.

The committee is co-chaired by the Vice President for Finance and one faculty member. After the last faculty meeting of the school year and before commencement, the faculty members of the newly constituted committee will elect one of the tenured members as co-chair for the upcoming school year and report the co-chair's name to the chair of Service and Scholarship.

Advisory Board, Cromwell Center for Teaching and Learning: Provides guidance in developing and implementing programs that serve CTL's mission of valuing, rewarding, sustaining, and renewing excellence in teaching and learning. Makes recommendations to the Provost in the awarding of CTL grants.

Membership: The Director of the CTL who serves as Chair; The Assistant Dean for Student Achievement and Retention or designee; the Chief Academic Technology Officer or designee; Dean of the Library and Academic Technology or designee; and three faculty, one from each division, elected by vote of the faculty. Designees will be chosen in consultation with the Director of the CTL.

Faculty serve staggered, two-year terms. The Advisory Board also includes as a consulting member (non-voting) a director from a teaching and learning center at a peer institution, selected by the Director of CTL.

Curriculum: Reviews and evaluates the College undergraduate curricula and academic assessment procedures at regular intervals. Develops and recommends to the Faculty proposals for curricular change. Reviews and recommends to the Faculty all proposals for adding or terminating courses or modifying programs (other than those covered by the By-Laws on Program Change and Financial Exigency). Prepares an annual State of the Curriculum report reflecting on curricular needs and summarizing both curricular changes and the curricular development information presented to the Faculty during the preceding year. Monitors curricular trends in higher education, disseminating to the Faculty such information as it judges worthy of attention. Solicits and approves Honors courses and FYS seminars. Approves all external grant applications with curricular components that are not housed in an academic department.

Membership: Six faculty members, two from each division, with one member from each division being elected solely by that division and serving as Division Chair; the Librarian or designee; three students, one from each division; and the Provost and Dean of the College, who serves as chair.

Diversity Committee: Responsible for leading campus efforts to strengthen the measurable quality and effectiveness of diversity related programs, policies and practices consistent with the mission of the College, the Diversity Statement, and the College's diversity goals.

Membership: Three elected faculty members, the Associate Provost for Diversity and Inclusion, the Director of Student Intercultural Affairs; the Director of Human Resources; the Director of the Global Education Office; the Disability Access Specialist; two staff members chosen by the Staff Council; and three students appointed by the Student Government Association.

In order to assist with the ongoing and reasonably complex nature of the committee's work, faculty and staff serve three-year staggered terms and students are appointed annually. The faculty and staff members of the committee elect one faculty and one staff member to serve as co-chairs in May each year for the upcoming academic year.

Faculty Council: Meets regularly to advise the President and Dean on matters of general college policy. Serves as a forum for the administration's consultation of the faculty and for the faculty's access to the administration. Receives faculty requests and concerns and takes them to the administration and/or refers them to an appropriate committee (including itself). Consults with the Chair of Service and Scholarship before annual nominations and elections. Receives annual reports from all faculty committees. Monitors committee structure and performance, and selection procedures; proposes changes as needed. Recommends policy concerning faculty workload, duties, and responsibilities in the areas of teaching, scholarship, and service. Recommends policy concerning faculty support services and working conditions. Is represented at Senior Staff meetings by the chair or their designate. Meets annually with appropriate Board committees. Recommends policy concerning faculty

appointment, evaluation, tenure, promotion, and leave. Recommends policy concerning tenure and promotion appeals, and faculty grievances. Recommends policy concerning the roles and duties of departmental and divisional chairs. Recommends policy concerning the appointment and evaluation of departmental chairs. Recommends policy concerning academic freedom and professional standards and ethics. Serves as the pool of recommended faculty representatives for presidential search committees.

Membership: Membership consists of the President and the Provost and Dean (non-voting) and five elected members, three of whom are tenured and represent each division; the two remaining are elected at-large by the faculty, at least one of whom is untenured. Members do not serve on any other standing committees of the college; for that reason, new members are elected each year in the month preceding regular elections for other committees [which is March]. The committee elects its chair annually from among its tenured members. The chair receives a one-course reduction in load each year and is entitled to support from the Director of Institutional Research and Assessment and from a secretary in Bunting Hall. After the last faculty meeting of the school year and before commencement, the faculty members of the newly constituted committee will elect one of the tenured members as chair for the upcoming school year and report the chair's name to the chair of Service and Scholarship.

Graduate Council (presently inactive): Administers all matters relating to the existing Graduate Program; selects faculty to participate in the program; oversees the development of course offerings, course descriptions, and the *Catalog*; admits students to the program; considers appeals from graduate students in academic matters; shares with the Curriculum Committee responsibility for program initiatives, which may originate in either body. The Curriculum Committee will consult with the Graduate Council when assessing the status and direction of the Graduate Program.

Membership: The chairs of the Education, English, History, and Psychology Departments or their selected representatives, the Registrar and Registration, the Provost and Dean of the College, and the Director of the Graduate Program, who serves as chair.

Honor Board: Hears cases of alleged violations of the Honor Code, both academic and social, as described in the Honor Code.

Membership: Six at-large faculty members serve as regular members. They rotate as fairly as possible, sharing equal load in hearings. The gender composition should always include at least two members of either gender. Nine students serve as regular members. Non-voting members: the Provost and Dean of the College or designee, the Vice President and Dean of Student Affairs or designee, and the Honor Board Chair (a student) or designee. After the last faculty meeting of the school year and before commencement, the faculty members of the newly constituted committee will elect one of their number as vice-chair for the upcoming school year and report the vice-chair's name to the chair of Service and Scholarship.

Institutional Animal Care and Use Committee: Assures the College is in compliance with all Federal mandates and regulations for the care and use of animals in research activities; reviews and approves all planned research or projects involving animal subjects; holds semi-annual program reviews and facility inspections; report semi-annually to the Provost who serves as the Institutional Officer.

Membership: One member each from the Departments of Psychology and Biology, with one of these members serving as Chair of the committee; at least one additional member from the Division of Natural Sciences; at least one additional at-large non-scientist member chosen from the other divisions, preferably contributing expertise in ethics, law, or religion; one student majoring in the natural sciences; one contracted Attending Veterinarian, to be appointed by the Provost; at least one community member that is not an officer, employee, or agent of the College; the Provost (*ex officio*, non-voting) who serves as the Institutional Officer. Due to federal mandates, IACUC members cannot legally be chosen by popular vote; they must be appointed by the Institutional Officer. Additional members may be appointed at the discretion of the Institutional Officer. Faculty members are eligible to serve additional consecutive terms.

Committee on International Education: The Committee on International Education will provide an effective voice to discuss and shape significant issues related to International Education at Washington College. The Committee will work together with the Director of the Global Education Office and the Provost and Dean (or designee) on the following: assessing, monitoring, and establishing protocols and guidelines for the support, implementation, and direction of international semester and short-term programs, developing new programs and faculty exchanges, promoting site visits, examining and addressing the needs of international students to thrive academically and socially at Washington College, and promoting the integration of international programs and students into the intellectual and social life of Washington College. The committee meets annually with the Provost and Vice Presidents of Student Affairs and Admissions.

Membership: Three elected faculty members, one from each division, with one serving as chair, the Associate Dean for International Education, the Director of the Office of English Language Learning, and two students appointed by the Student Government Association. One student member should be an international, degree-seeking student.

Learning Resources Advisory Committee: Assists in the integration of the academic resources and services of the Library, Academic Technology, the Writing Center, the Office of Academic Skills, the Quantitative Skills Center, the Center for Career Development, the Global Education Office, and the Office of Student Intercultural Affairs into the curriculum and academic programs; advises on and creates policy as appropriate and evaluates and assists in assessment and planning of resources related to the above offices or centers. Assists the heads of these services in establishing policies and serves as the liaison between them and the faculty and students. The ARS Committee is not responsible for the management of the academic affairs budget, the review of academic programs of study, or for the day-to-day implementation of policies and services associated with the above offices or centers.

Membership: Three faculty members, one from each division; two students; the Provost and Dean of the College or designee; Dean of Library and Academic Technology or designee; the Chief Academic Technology Officer or designee, the Directors or a designee of the following centers:

the Writing Center, the Office of Academic Skills, the Quantitative Skills Center, Office of Information Technology, and the Center for Career Development, and the administrator of the Global Education Office and the Office of Student Intercultural Affairs. After the last faculty meeting of the school year and before commencement, the faculty members of the newly constituted committee will elect one of their members as chair for the upcoming school year and report the chair's name to the chair of Service and Scholarship.

Planning: Participates and involves the College community in the development and implementation of College priorities and plans; monitors and assesses progress on elements of current strategic plans; and assures appropriate dissemination of planning and assessment results to the College constituents. Coordinates, elaborates and integrates recommendations concerning program, facilities, and human and fiscal resources that arise from the appropriate committees or administrative officers or are prepared by those bodies at the request of the committee. The Committee's formal proposals pertaining to the academic program will be subject to the normal Faculty deliberative process before final submission to the administration.

Membership: Four faculty members, one from each division and one at-large; three students; the President; the Provost and Dean of the College; the Vice President and Dean of Student Affairs; the Senior Vice President for Finance and Management, the Vice President for Enrollment Management and Marketing and the Vice President of College Advancement; members of the administration and the Alumni Association as invited by the President. The committee is co-chaired by one appointee of the President and one faculty member, elected by the four faculty members on the committee. Faculty members (non-voting) of the Planning Committee will also attend Benefits and Finance Committee meetings for consideration of budget issues.

After the last faculty meeting of the school year and before commencement, the faculty members of the newly constituted committee will elect one of their members as co-chair for the upcoming school year and report the co-chair's name to the chair of Service and Scholarship.

Premedical Committee: Disseminates information about a variety of medical careers and how to prepare for them. The main task of the non-chair committee members is to review premedical files, interview student candidates, and make recommendations about whether or not intended applicants are prepared for and suitable for the degrees they wish to seek. The work of the Premedical Committee ultimately enhances a student's chances of gaining access to post-graduate education working toward a medical degree (MD or DO), a dental degree (DMD or DDS), an optometry degree (OD), or a podiatry degree (DPM). The committee needs to remain up-to-date with ongoing changes in the various fields in order to comply with all program guidelines and application regulations by program and state. The Chair of the Premedical Committee will also work across the curriculum to develop and sustain a strong pre-med curricular program, and work with all offices of the college to provide meaningful co-curricular experiences, scholarship opportunities, and Advancement opportunities, all meant to support pre-med students. The Chair organizes the committee meetings and works in conjunction with the Coordinator of the Pre-health Professions to complete all necessary paperwork for the student applications.

Membership: The committee is comprised of six faculty members, including the Director of the Pre-Health Programs, who serves as Chair of the Premedical Committee, and one staff member. The Coordinator of Pre-health Professions will serve as the staff representative. A faculty member from each: Biology, Chemistry and Psychology are required. The fourth faculty position on the committee should come from Physics or Math and Computer Science Departments. The fifth and sixth members are at large. Faculty are encouraged to serve a six-year term. Committee members will be proposed by the committee and appointed by the Provost and Dean.

Review Board for Research with Human Subjects: Establishes procedures which allow the College to meet assurances which may be requested by Federal or State governments for the protection of human subjects in research activities; approves planned research with human subjects, as necessary; reports annually to the President and Dean of the College on its activities.

Membership: One faculty member from the Department of Psychology, chosen by the department, who serves as chair, and one faculty member from each of the three divisions; two students, at least one of whom is majoring in the social or natural sciences; and one member who is not an officer, employee, or agent of the College, to be appointed by the President.

Risk Management Committee: advises the President and Senior Staff of the College on policy and practices that ensure the College appropriately identifies, mitigates and reports health, safety, legal and environmental risks to the college community; recommends changes to College policies and procedures to reflect best practices; conducts periodic inspections of facilities, events, and worksites to ensure adequate identification and response to risks to the safety of visitors, students and employees; reviews and evaluates emergency and hazard plans for college laboratories and industrial areas to ensure regulatory compliance; conducts drills and training to educate both employees and students on emergency procedures and evaluates response; reviews College policies and procedures in light of safety-related incidents, changes in insurance coverage or requirements, and/or outcomes of exercises conducted by the Emergency Operations Group; meets annually with the emergency Operations Group to discuss safety-related matters; and hears concerns from the College community regarding safety issue or incidents and prepares response plans to address these matters.

Membership: Investment and Risk Manager (Ex Officio; permanent chair); voting permanent members: Director of Public Safety; Asst. Director of Public Safety; Asst. Director of Human Resources; Associate Vice President for Facilities Management; Principal, Business Intelligence or designee; Laboratory Manager/Chemical Hygiene Officer; one Faculty Representative (AL, three years); voting rotating members: SGA appointee (1 year); Student Engagement appointee (three years); Health Services appointee (three years); member of Dining Services management team (1 year); Athletics appointee (three years)

Service and Scholarship Committee: Fosters the professional development of the faculty by recommending allocation of Faculty Enhancement Funds and Faculty-Student Collaborative Research Grants; recommends policy regarding Faculty Enhancement, Faculty-Student Collaborative Research and faculty travel funds. Prepares a slate of faculty candidates for each standing committee and other faculty service positions for presentation at the March faculty meeting each year; makes nominations to fill vacancies as necessary throughout the year. Maintains lists of members of all college committees and those filling faculty service positions; assesses and attempts to balance faculty service workload. When ad hoc committees are created which will be in existence for more than two months and which may include faculty members, this committee will be consulted; it will also review existing ad hoc committees annually. The members of this committee also make up the faculty component of the Board's Honors and Awards Committee, which screens nominations and recommends to the Visitors and Governors all candidates for honorary degrees, awards for excellence, and senior fellows.

Membership: Four faculty members, one from each division and one at-large. Two of the faculty must be tenured, one of whom will chair the Committee. The Provost and Dean of the College attends meetings on Faculty Enhancement Fund and Faculty-Student Collaborative Research Grant allocations. After the last faculty meeting of the school year and before commencement, the faculty members of the newly constituted committee will elect one of their number as chair for the upcoming school year.

A member of the Committee who has submitted an application for funds allocated by this Committee (e.g., Faculty Enhancement) will be excused from participation in deliberations over their own proposal (i.e., the member will step out of the room when their proposal is discussed during the session).

[Note: In AY23, the faculty voted to reduce the number of faculty serving on the Student Life Committee. There is now just one faculty role, filled by the SGA faculty advisor, but the committee is no longer included in this list of standing committees with elected faculty positions.]

G. Other Service Positions

In addition to electing members of standing committees, the faculty also elects members to serve in the following positions:

Faculty Moderator: A tenured faculty member shall be the sole presiding officer at faculty meetings. This Faculty Moderator is responsible for establishing the theme of each faculty meeting and setting the agenda by accepting and soliciting items for discussion and action and soliciting participation by appropriate persons in advance of meetings. Beyond the scheduling of routine business, the Moderator shall endeavor to focus meetings on large questions of importance, such as the financial health of the institution or the long-range outlook for admissions and the size of the student body, with presentations from appropriate members of the administration and faculty. The Moderator is assisted in these duties by the Faculty Secretary. The Moderator is also charged with scheduling the pre-faculty meeting time slot as needed. In addition, the Moderator will assist in maintaining the Faculty Handbook, as described in Section II.E.11. The Moderator maintains the list of eligible voting faculty. At the beginning of the academic year, the Moderator solicits the names of eligible non-tenure-track instructors from department chairs. The Service and Scholarship Committee annually solicits nominations for the Moderator for election at the faculty meeting in the month preceding regular elections for committees other than Faculty Council. Moderators may serve for a maximum of three consecutive annual terms. The Faculty Moderator shall be excused from service on any standing committee during his or her term.

Faculty Secretary: A faculty secretary to serve a one-year term. The faculty secretary shall keep minutes that document the official business of the faculty and that record the essentials of faculty discussion and debate. The faculty secretary serves as the official correspondent for the faculty. The Faculty Secretary will also assist in maintaining the Faculty Handbook, as described in Section II.E.11. The secretary shall be chosen from among the tenured and untenured members of the faculty who have been at the College for at least three years. The secretary shall not be obliged to serve on any other committee.

Representatives to the Board of Visitors and Governors: One member (at-large, tenured) to sit with the Board of Visitors and Governors and the Academic Affairs Committee of the Board as an observer, one member (at-large) to sit with the Buildings and Grounds Committee of the Board, one member (at-large) to sit with the Committee on Advancement, and four members (one from each division, and one at-large) to sit with the Honors and Awards Committee.

Roster of faculty service positions

The Service and Scholarship Committee will maintain a list of the service positions held by all members of the faculty. In addition to committee memberships and the other elected positions described above, service positions shall include, but are not limited to, the following: SGA Advisor, membership of the Concert Series Committee; coordinator of the Film Series; membership of ad hoc, advisory and divisional committees; membership of the Board of Editors of the Washington College Review; the Pre-Professional Program Advisors; and membership of the Emergency Operations Group (EOG), described below.

The EOG meets once a month, has table-top exercises practicing responses to various scenarios, as well as "live" exercises working with government emergency services at the local and state level. Members are required to attend a minimum of two drills per year and are expected to complete two online courses renewing their certification every three years. Members are on call 24/7, 365 days a year. Alternate members are not expected to attend regular monthly meetings unless the regular member is not able, but should try to attend the exercises. The President appoints the Faculty Representative and the alternate member.

H. Faculty Elections

Faculty elections to standing committees and other elected positions will occur at the March faculty meeting, with the exception that the election of the Faculty Moderator and members of the Faculty Council will occur at the February meeting, and election to the Appeals Committee will occur at the April faculty meeting.

For the Advisory Committee on Tenure and Promotion; the Appeals Committee; the Faculty Council; and the Service and Scholarship Committee; the Service and Scholarship Committee will, at least fourteen days prior to the election, send notice to faculty members including a list of members eligible for election for each committee.

Nomination will occur when two faculty members give written advice to the chair of Service and Scholarship Committee seven days before the scheduled election. A candidate who declines nomination must do so in the faculty meeting.

Members of each Academic Division will elect their Division's Representative to the Curriculum Committee, who also serves as Division Chair, before the March faculty meeting. The Service and Scholarship Committee will remind each division of the proper time to elect a new chair. The faculty as a whole will elect the other members of the Curriculum Committee at the March meeting. The procedures for election for the other members will be the same as those in paragraph 4 below.

For all other elected positions, the Service and Scholarship Committee will, at least fourteen days prior to the election, circulate a list of positions to be filled, requesting faculty members to indicate positions in which they wish to serve. Guided (but not bound) by faculty response to this list, the Service and Scholarship Committee will prepare a slate of candidates for election.

At the specified faculty meeting, further nominations will be called for, one position at a time, without voting on the candidates for any of the committees in question.

After all further nominations have been heard, the chair calls for a vote of acceptance of the Service and Scholarship Committee's nominations for all those committees for which no further nominations were made.

Voting then proceeds for each committee for which further nominations were made. Anyone wishing to make additional nominations to these committees is free to do so prior to beginning the voting but must address the chair of their interest.

Voting procedure is as follows:

1. A voter may cast as many votes as there are vacancies to be filled by that ballot. Election will occur when a candidate receives the number of votes equal to the majority of ballots cast.
2. If all positions are not filled by the first ballot, a second ballot will occur among the candidates receiving the highest number of votes, the number of candidates being equal to the number of vacancies plus two.
3. If all positions are not filled by the second ballot, a third ballot will occur among the candidates receiving the highest number of votes, the number of candidates being equal to the number of vacancies plus one.
4. Unless otherwise directed by the faculty, as many ballots as are required to fill all vacancies shall be taken during the faculty meeting when elections are held, and the results shall be posted as soon as they are determined.

Selection of a New Provost and Dean

In the event of a search for a new Provost and Dean, the faculty recommends that the President, in consultation with the Service and Scholarship committee, make arrangements for the faculty to elect five of its members — one member from each division and two at-large members, one of whom should be untenured — as representatives for the search committee.

I. External Honors And Awards

Any entity of the college, such as Centers, Institutes, Departments, Programs, or the like, wishing to create a new honor or award for external candidates may do so only with the approval of the Provost and Dean and the President. In the event that a new honor or award is approved, criteria and rules for selection will be developed by the Center, Institute, Department, Program or entity conferring the honor or award; these rules will be reviewed by the Faculty Council as well as by relevant advisory boards or selection committees. When this type of honor or award is conferred on an external candidate, the choice of recipient must be reviewed and approved by the Provost and Dean and the President.