

**ORGANIZATION OF THE
FACULTY OF ARTS AND SCIENCES
OF DARTMOUTH COLLEGE**



DARTMOUTH

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ORGANIZATION OF THE FACULTY OF ARTS AND SCIENCES OF DARTMOUTH COLLEGE

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Organization of the Faculty of Arts and Sciences of Dartmouth College

I The Charter of the Faculty of Arts and Sciences of Dartmouth College

A *Definition and Voting Membership*

As defined by the Board of Trustees, the Faculty of Arts and Sciences of Dartmouth College shall consist of the voting membership as outlined below, and such other persons as may be designated by the Board of Trustees to be members of the Arts and Sciences Faculty. The Board may designate members of the Arts and Sciences Faculty (A&S Faculty), but that Faculty shall determine for its own membership qualifications to vote in its own meetings.¹

Voting Membership

The voting membership of the Faculty shall consist of the President of the College; the Provost; the Dean of the Faculty; the Dean of the College; the Director of the Tucker Center; the Dean of Libraries; the Dean of Admissions and Financial Aid; the Director of the Rockefeller Center; the Director of the Dickey Center; the Director of the Hood Museum; the Director of the Hopkins Center; the Director of the Ethics Institute; the Director of the Leslie Center; the Director of the Neukom Institute; the Director of the Dartmouth Center for the Advancement of Learning; the Director of the Irving Institute; the Director of the Institute for Writing and Rhetoric; the Director of the Montgomery Fellows Program; the Director of the Center for Social Impact; the Executive Director of the Guarini Institute; the Vice President of Information, Technology and Consulting; the Registrar; the Director of Athletics; and all members of the departments and programs of the Faculty holding appointments as Professor, Associate Professor, Assistant Professor, Instructor (contingency appointments), Research Professor, Research Associate Professor, or Research Assistant Professor. The privilege of voting in the meetings of the Faculty and in the preferential ballots shall become effective upon appointment to the Faculty.

B *Function*

Pursuant to the authority of the Trustees, the Faculty of Arts and Sciences² formulates educational policies and programs; supervises teaching resources and procedures; advises on matters of appointment and promotion of Faculty members and on other matters relating to Faculty personnel; administers the curriculum; certifies that students under its jurisdiction have fulfilled the requirements of the curriculum; exercises general supervision over various aspects of student life; organizes its own activities and internal affairs; and takes such other actions as may be appropriate to further the educational objectives of Dartmouth College.

C *Dean of the Arts and Sciences*

The Dean of Arts and Sciences shall be appointed for a term of five years by the President upon the recommendation of a Search Committee that will include tenured members of the faculty of Arts and Sciences, a faculty member from the Thayer School of Engineering, and a limited selection of staff from units such as Student Affairs, Advising, Admissions, Advancement, Communications, and representatives from students and the Board of Trustees. The Arts and Sciences faculty recommend that Arts and Sciences faculty members (including the Thayer School of Engineering faculty member) constitute at least a majority of the total Search Committee membership. The Arts and Sciences faculty members on the Committee shall be chosen as follows:

- (1) The Committee Advisory to the President (CAP) and the Committee on Organization and Policy (COP), deliberating separately, shall each produce a list of twelve potential committee members; department and program chairs may propose names to either or both committees. The CAP and COP lists combined (up to twenty-four names) constitutes the “long list.”

¹ Information regarding the organization of the General Faculty of Dartmouth College, as well as the separate Faculties of the Geisel School of Medicine, the Thayer School of Engineering, and the Amos Tuck School of Business Administration may be found in those respective documents.

² This body is referred to hereafter as 'the Faculty.'



- (1a) Faculty nominations should seek to include representatives from across the Sciences, Social Sciences, Humanities, and Interdisciplinary Units. Search Committee membership should include at least one faculty member with significant experience with graduate student education and/or extramural grant funding.
- (2) The CAP and the COP shall meet jointly to discuss the long list.
- (3) The COP shall meet and select twelve names from the long list. The names shall not be ranked. This list constitutes the “short list.”
- (4) The COP shall meet with the President to present and discuss the short list.
- (5) The President, having consulted further at their discretion, shall select from among the names on the short list a sufficient number of Arts and Sciences faculty members to populate the Search Committee, recommended to constitute at least a majority of the total Search Committee members. The COP may approve or reject the faculty members of the committee as a group it may not vote on individual members. In the event of a negative vote, the President shall nominate a new group of faculty members for the Search Committee from the short list, retaining as many names from the rejected group as they judge appropriate. This procedure repeats until the COP approves a group of faculty for the Search Committee.

Once the Search Committee has been constituted, it shall elect its own chair and establish a set of procedures in accordance with the following guidelines:

- (1) The Search Committee will specify the materials to be included in all candidate files. Administrative support for managing files, committee meetings, and Search Committee communications will be provided by the Dean of Arts and Sciences office.
- (2) In order to promote best practices in hiring senior administrative officers, and to highlight the importance of broad diversity at Dartmouth, Dean of Arts and Sciences searches will include both internal and external candidates, and will be assisted by a professional search firm hired by the Dean of Arts and Sciences office. Members of this firm will report solely, directly, and confidentially to the Chair of the Search Committee.
- (3) Confidential communications made to Search Committee members or search firm representatives will be available only to members of the Search Committee. Other information in candidate files will be available only to Search Committee members as deliberations proceed, however, the President will have access to this file material for candidates on the Committee’s list of finalists.
- (4) If a Search Committee member becomes a candidate for the position of Dean of Arts and Sciences during the course of the search, that member shall resign from the Search Committee.
- (5) If a faculty member vacates their position on the Search Committee for any reason, the Committee may ask the President to choose a replacement faculty member for the Search Committee from the original short list of twelve names originating from the process for choosing faculty members of the Search Committee, as described in the section above.
- (6) At the conclusion of their deliberations, the Search Committee shall meet with the President and present a slate of finalists. The President will decide on one or more members from that slate who are acceptable and proceed with the President’s review process. The President will make an offer to the finalist of their choosing. If that finalist (or, subsequently, another finalist of choice) declines, the President may choose to proceed further along the President’s list of acceptable candidates from the slate, or to meet with the Search Committee for a discussion of the search status.
- (7) In the event that the President makes offers to all of their acceptable candidates, and each declines, the President and the Search Committee will meet for a discussion of the search status.
- (8) Subsequent to a discussion with the President regarding the search status, the Search Committee will reconvene to decide either to present an alternate list to the President or to declare the search unsuccessful.
- (9) If the search is declared unsuccessful, the President shall appoint an interim Dean of Arts and Sciences, and a new search should commence no later than the next academic year.

The Dean of Arts and Sciences serves at the discretion of the President, and may be reappointed according to established procedures. Upon notification from the President that the Dean of Arts and Sciences is being



considered for reappointment, the COP shall appoint an *ad hoc* faculty committee to gather feedback from Arts and Sciences faculty members about the Dean's performance, and provide this feedback to the President for consideration (the faculty recognize the importance of staff and students also providing feedback to the President about the Dean's performance through parallel processes determined by the President). The *ad hoc* faculty committee shall be selected by the COP and shall consist of two members of the COP and four chairs of departments or programs, one from each of the Arts and Sciences Divisions. The *ad hoc* committee shall elect its own chair and follow established review procedures for School Deans.

Should the office of the Dean of Arts and Sciences become vacant before the end of the Dean's term, the President shall appoint an interim Dean of Arts and Sciences for a period not to exceed two years.

D Dean of the Faculty

The chief officer of the Faculty is the Dean of the Faculty. They oversee the educational policies and programs of instruction of the Faculty and all matters relating to the effectiveness, development, and well-being of the Faculty. As the leader of the Faculty, they represent it and speak in its behalf. Within their office, the Dean of the Faculty is assisted by the Associate Deans and by such staff; including Assistant Deans, as is required.

The Dean of the Faculty is a member of the Committee Advisory to the President, the Committee on Organization and Policy, the Faculty Coordinating Committee, the Committee on Priorities, the Committee of Chairs, the Steering Committee of the General Faculty, the Council on Sponsored Activities, the Committee on Instruction, the Committee on Off-Campus Activities, the Committee on Undergraduate Enrollment and Student Affairs, and the Committee on the Faculty. They may, however, request information from any College committee at any time, has the privilege of addressing any committee, and may request that a committee take up a particular question or problem. They arrange faculty meetings and provide administrative support for the committees of the Faculty. They report at least annually to the Faculty, particularly with reference to finances, personnel policies, and programs of the College.

The Dean of the Faculty of Arts and Sciences shall be appointed for a term of five years by the Dean of Arts and Sciences upon the recommendation of a Search Committee composed of six tenured members of the Faculty of Arts and Sciences. The Search Committee shall be chosen as follows:

- (1) The Committee Advisory to the President (CAP) and the Committee on Organization and Policy (COP), deliberating separately, shall each produce a list of twelve potential committee members; department and program chairs may propose names to either or both committees. The CAP and COP lists combined (up to twenty-four names) constitutes the "long list." Faculty nominations should seek to include appropriate representation from across the Sciences, Social Sciences, Humanities, and Interdisciplinary units.
- (2) The CAP and the COP shall meet jointly to discuss the long list.
- (3) The COP shall meet and select twelve names from the long list. The names shall not be ranked. This list constitutes the "short list."
- (4) The COP shall meet with the Dean of Arts and Sciences to present and discuss the short list.
- (5) The Dean of Arts and Sciences, having consulted further at their discretion, shall select a committee of six members from among the names on the short list. The COP may approve or reject the committee as a whole; it may not vote on individual members. In the event of a negative vote, the Dean of Arts and Sciences shall nominate a new Search Committee from the short list, retaining as many names from the rejected Committee as they judge appropriate. This procedure repeats until the COP approves a Committee.

Once the Search Committee has been constituted, it shall elect its own chair and establish a set of procedures in accordance with the following guidelines:

- (1) The Search Committee will specify the materials to be included in all candidate files. Administrative support for managing files, committee meetings, and Search Committee communications will be provided by the Dean of Faculty office.
- (2) In order to promote best practices in hiring senior administrative officers, and to highlight the importance of inclusion, diversity, and equity at Dartmouth, Dean of the Faculty searches will include both internal and external candidates, and will be assisted by a professional search firm hired by the Dean of Arts and Sciences office. Members of this firm will report solely, directly, and confidentially to the Chair of the Search Committee.

- (3) Confidential communications made to Search Committee members or search firm representatives will be available only to members of the Search Committee. Other information in candidate files will be available only to Search Committee members as deliberations proceed, however, the Dean of Arts and Sciences will have access to this file material for candidates on the Committee's list of finalists.
- (4) If a Search Committee member becomes a candidate for the position of Dean of the Faculty during the course of the search, that member shall resign from the Search Committee.
- (5) If a Committee position becomes vacated for any reason, the Committee may elect to ask the Dean of Arts and Sciences to choose a replacement for that Search Committee member from the original short list of twelve names originating from the process for choosing members of the Search Committee, as described in the section above.
- (6) At the conclusion of their deliberations, the Search Committee shall meet with the Dean of Arts and Sciences and present a slate of finalists. The Dean of Arts and Sciences will decide on one or more members from that slate who are acceptable and proceed with the Dean's review process. The Dean of Arts and Sciences will make an offer to the finalist of their choosing. If that finalist (or, subsequently, another finalist of choice) declines, the Dean of Arts and Sciences may choose to proceed further along the Deans's list of acceptable candidates from the slate, or to meet with the Search Committee for a discussion of the search status.
- (7) In the event that the Dean of Arts and Sciences makes offers to all of their acceptable candidates, and each declines, the Dean and the Search Committee will meet for a discussion of the search status.
- (8) Subsequent to a discussion with the Dean of Arts and Sciences regarding the search status, the Search Committee will reconvene to decide either to present an alternate list to the Dean or to declare the search unsuccessful.
- (9) If the search is declared unsuccessful, the Dean of Arts and Sciences shall appoint an interim Dean of the Faculty, and a new search should commence no later than the next academic year.

The Dean of the Faculty serves at the discretion of the Dean of Arts and Sciences, and may be reappointed according to the following procedures:

- (1) Before the beginning of the fall term of the Dean of the Faculty's fifth year of service, the Dean of the Faculty shall notify the Dean of Arts and Sciences of their interest in reappointment.
- (2) If the Dean of the Faculty does not wish to be considered for reappointment, the Dean of Arts and Sciences shall ask the COP to begin the process of selecting a search committee.
- (3) If the Dean of the Faculty does wish to be considered for reappointment, the Dean of Arts and Sciences shall ask the COP to initiate a review. This review will take place no later than the fall term of the Dean of the Faculty's fifth year of service.
- (4) The review panel shall consist of two members of the COP, two members of the CAP, and two chairs of departments or programs, all selected by the COP. During the selection process, the COP may seek advice as it sees fit.
- (5) The review panel shall elect its own chair.
- (6) The review panel shall report its findings to the Dean of Arts and Sciences, without a formal recommendation.
- (7) On the basis of the panel's report, the Dean of Arts and Sciences may invite the Dean of the Faculty to continue for another term of office. Should the Dean of Arts and Sciences choose not to reappoint the Dean of the Faculty, the Dean of Arts and Sciences shall ask the COP to initiate the normal search procedure for a Dean of the Faculty.

Should the office of the Dean of the Faculty become vacant before the end of the Dean of the Faculty's term, the Dean of Arts and Sciences shall appoint an interim Dean for a period not to exceed two years.

E Meetings

There shall be a meeting of the Faculty in each of the fall, winter, and spring terms of the academic year. These meetings shall be called by the Faculty Coordinating Committee. Additional meetings may be called by the President, the Dean of the Faculty, or by the Faculty Coordinating Committee on its own initiative. The Faculty



Coordinating Committee must call a meeting of the Faculty at the request of the Committee on Organization and Policy, or the Committee of Chairs, or upon petition of twenty members of the Faculty under provisions outlined in Section III.A.1.b.(1). Upon receipt of such a petition, the Faculty Coordinating Committee shall call a meeting of the Faculty to take place within four weeks of receipt of the petition.

The President shall be the presiding officer of the Faculty; in their absence or at their request, the Dean of the Faculty shall preside. In both of their absences, the presiding officer shall be the chair of the Committee on Organization and Policy. The Faculty Coordinating Committee shall be responsible for the minutes of the meetings, which will be reviewed and approved by the Committee on Organization and Policy.

The chair of the Faculty Coordinating Committee (who is the chair of the Committee on Organization and Policy), or in their absence the vice-chair or the Committee of Chairs, shall speak for the Faculty Coordinating Committee in bringing matters on the agenda before the Faculty. Seventy-five voting members of the Faculty shall constitute a quorum.

The call for any meeting of the Faculty shall include a statement of the agenda prepared by the Faculty Coordinating Committee and distributed to the Faculty not less than ten days before the meeting. Whenever possible, all proposals, resolutions, and supporting materials shall be distributed to the Faculty at least five days before the meeting.

Final action on all business included in the agenda shall be taken by a majority vote of those members present and voting. Final action on any business not included in the agenda, or upon any business ruled by the presiding officer to involve a substantial change of policy, may be taken at the meeting to which it is first submitted only by consent of two-thirds of the members present and voting. If consent is given, final action shall then be taken by a majority vote of those members present and voting.

In the event that a quorum cannot be obtained for a meeting of the Faculty, the agenda for which includes actions on decisions of the Committee of Chairs, the action of the Committee of Chairs will be final if reaffirmed at its next meeting by a two-thirds vote (except for changes in the Organization of the Faculty of Arts and Sciences of Dartmouth College, which must be approved by the Faculty).

The Faculty, as a legislative body, completes its session at the end of the spring term. Faculty meetings shall be conducted according to the latest edition of Robert's *Rules of Order*.

II Standing Committees of the Faculty

A General Committees

These committees shall be guided by the procedures outlined in the latest edition of Robert's *Rules of Order*. Faculty members of the Standing Committees shall be elected or appointed for a period of three years, except members of the Review Committee who shall be appointed for four years (the first three years as regular members and the last year as alternates), the Committee on Senior Fellowships and the Committee on Graduate Fellowships, who shall be appointed for four years (the first two years as regular members, and the last two years as alternates), and members of the Committee on Standards, who shall be appointed for any two terms of one academic year, for two consecutive years, based on a lottery system administered by the Dean of the Faculty office. Except for members of the Committee on Senior Fellowships, who are appointed during the winter and begin service on the first day of spring term, members of Standing Committees are elected during the regular winter/spring elections or appointed during the spring and assume office on the first day of the summer term. Members elected or appointed to a full period of service shall be ineligible to succeed themselves. Any questions about eligibility will be resolved by the Committee on Organization and Policy. Three committees are responsible for the general policies and organization of the Faculty: the Committee of Chairs, the Committee Advisory to the President, and the Committee on Organization and Policy.

The Committee of Chairs is authorized to act for the Faculty on all matters except those involving a major change in policy, changes in the *Organization of the Faculty of Arts and Sciences of Dartmouth College*, changes in degree requirements or in standards for admission to the A.B. degree program, and the creation or abolition of departments or programs. The Committee Advisory to the President represents the Faculty in matters of appointment and promotion of faculty members and provides liaison between the Faculty and the President of the College. The Committee on Organization and Policy serves as a steering committee for the Faculty, is responsible for considering issues of general faculty policy, for nominating or appointing faculty members to particular committees, and for maintaining the effectiveness of faculty organization.



1 FACULTY COORDINATING COMMITTEE

a. Membership

The Faculty Coordinating Committee shall consist of the Dean of the Faculty, the vice-chair of the Committee of Chairs, and the chairs of the Committee on Organization and Policy, the Committee on Instruction, the Committee on the Faculty, the Committee on Priorities, the Committee on Off-Campus Activities, and the Committee on Undergraduate Enrollment and Student Affairs. Additionally, the Committee on Organization and Policy may invite other chairs of standing committees and councils for advisement. The chair of the Committee on Organization and Policy shall serve as chair of the Faculty Coordinating Committee.

b. Functions

- (1) To meet at least once per term to identify and approve items to be placed on the agendas of meetings of the Committee of Chairs and the Faculty of Arts and Sciences.
- (2) To coordinate the work of committees and councils and to assist the Dean of the Faculty in the elaboration of policy and implementation strategies.
- (3) To call meetings of the Faculty of Arts and Sciences upon its own initiative, upon request from the Committee on Organization and Policy or the Committee of Chairs, or upon petition by twenty members of the Faculty (who shall state their purpose in the petition).
- (4) To publish the agenda for and minutes of Faculty meetings and to transmit actions of the Faculty to appropriate parties, as instructed by the Faculty.
- (5) To call meetings of the Committee of Chairs upon its own initiative, upon request from the Committee on Organization and Policy, or upon petition by five or more members of the Committee (who shall state their purpose in the petition).
- (6) To publish the agenda for and minutes of the Committee of Chairs meetings and to transmit its actions to appropriate parties.
- (7) To invite non-members of the Committee of Chairs to meetings of the Committee of Chairs when, in its judgment, business of special importance to them is to be discussed or when their comments would be particularly valuable.
- (8) To publish at least once each year a bulletin which shall summarize the actions of the Faculty of Arts and Sciences and the Committee of Chairs and the reports of other committees of the Faculty.
- (9) To propose agenda items to the Steering Committee of the General Faculty for meetings of the General Faculty.

2 COMMITTEE OF CHAIRS

a. Membership

The Committee of Chairs shall consist of the chairs of all departments and programs and the following *ex officio* members: the President, the Executive Vice President for Strategy, the Dean of the Faculty, the chair of the Committee on Organization and Policy, the Chair of the Committee on Priorities, the Dean of the College, and the Registrar. On occasions when the chair of a department is unable to attend, the vice-chair or a designated alternate may attend, with full privileges. Such alternates shall be designated by the chair on behalf of the Department on an annual basis.

The Dean of the Faculty shall serve as chair; in the Dean's absence the vice-chair shall serve as chair; in both of their absences, the chair of the Committee on Organization and Policy shall serve as chair. The Committee of Chairs will annually elect a vice-chair from among its non-ex officio members; the vice-chair shall represent the Committee of Chairs on the Faculty Coordinating Committee.

b. Meetings

- (1) Meetings may be called by the President, the Dean of the Faculty, the vice-chair, or the Faculty Coordinating Committee.
- (2) Two-thirds of the voting membership shall constitute a quorum.

c. Functions

- (1) To act in behalf of the Faculty of Arts and Sciences on all matters except those involving a major change in policy, such as changes in the *Organization of the Faculty of Arts and Sciences of Dartmouth College*, changes in degree requirements or in standards for admission to the A.B. degree program, and the creation or abolition of departments or programs. Committee action



may be taken on its own initiative or in response to motions or proposals transmitted by the Committee on Organization and Policy.

- (2) To present to the Faculty of Arts and Sciences through the Faculty Coordinating Committee, upon its own initiative, any motion or proposal upon which it is not authorized to take final action.
- (3) In conjunction with the Dean of the Faculty and the Committee on Priorities, to provide for a continuing review of the budget and its relationship to institutional plans and priorities.
- (4) To certify that students have fulfilled all requirements for the A.B. degree. The Committee of Chairs may authorize the Faculty Coordinating Committee to act on its behalf in carrying out this function.
- (5) To award prizes on behalf of the Faculty and to supervise the awarding of honors for academic distinction. The Committee of Chairs may authorize the Faculty Coordinating Committee to act on its behalf in carrying out this function.

3 COMMITTEE ON PRIORITIES

a. Membership

The Committee on Priorities shall consist of eight faculty members to include four members elected by the Committee of Chairs from among its members (one per division and one from interdisciplinary programs or departments) and four additional members appointed by the Committee on Organization and Policy (one per division and one from interdisciplinary programs or departments), no two from the same department or program, and the following non-voting *ex officio* members: the Provost, Dean of the Faculty, the Executive Vice President for Strategy, the Chief Financial Officer, and the Chief Finance and Operations Officer for the Arts and Sciences. The elected divisional representatives will be chosen by chairs from their own division by means of a written ballot. Elected and appointed members shall normally serve for three years, with the terms of service staggered as much as is practicable; elections for vacancies shall be held once a year, no later than the final meeting of the spring term, with service to begin in the summer term. The Committee shall elect its own chair annually from among its faculty members.

b. Functions

To formulate, articulate, and promote the Faculty's priorities in relation to the allocation of resources, the objectives on which resource allocation is based, and those commitments or expenditures that have significant budgetary effects. To participate in budgetary discussions concerning the Faculty of Arts and Sciences and the institution as a whole. This general charge includes the following:

- (1) No later than the beginning of the fall term of each academic year, to discuss, in consultation with the Committee on Organization and Policy and the Committee on the Faculty, the Faculty's priorities in order to establish or revise them over the course of the term.
- (2) No later than the fall term of each academic year, to meet with the President to discuss the Faculty's priorities and institutional priorities.
- (3) To consult with, and make specific recommendations to, the appropriate College officers in light of the Faculty's priorities.
- (4) To communicate with and report regularly to the Committee of Chairs, the Committee on Organization and Policy, and at least once annually to the Faculty of Arts and Sciences. Divisional representatives on the Committee shall report to their divisions as necessary, but at least once annually, to receive input from faculty and to share the status of priorities.

4 COMMITTEE ADVISORY TO THE PRESIDENT

a. Membership

- (1) The Committee Advisory to the President shall consist of the Dean of the Faculty and six tenured full professors appointed by the President, two from each of the three divisions of the Faculty, no two from the same department. Appointed members shall serve for a term of three years. No member may be nominated to succeed themselves for a period of three years, and no appointed member may serve concurrently on the Committee on Organization and Policy, or the Review Committee, or as an Associate Dean of the Faculty. The appointed members of the Committee shall elect from among their number a vice-chair who shall serve as chair in the absence of the President.



- (2) Two members shall be appointed annually in the following manner. Each of the divisions from which an appointment is to be made shall choose and rank preferentially a slate of nine nominees by two-stage preferential ballot. The nine nominees shall be those receiving the highest number of votes in the first-stage voting. The nine nominees shall then be ranked in accordance with the number of votes each receives on the second-stage ballots. The President shall then appoint one of the four available top-ranking nominees to the committee, with the goal of achieving diverse viewpoints and representation of interdisciplinary programs and departments. Whenever an appointed member is unavailable to serve one or more terms of their tenure on the committee, the President shall choose a temporary replacement from among the four highest ranking nominees remaining on the slate who are available and eligible to serve.
 - (3) When a promotion, tenure-level, or reappointment decision is before the Committee Advisory to the President, no appointed member of the Committee from the candidate's department or equivalent *ad hoc* tenure committee will sit with the Committee for that deliberation or that vote. In consideration of promotion and tenure, and in reappointment decisions when the department vote is divided, the temporarily vacated seat will be filled by a former member of the Committee Advisory to the President from that division who has served within the past three years, proceeding in order from the person most recently on the Committee; if such a person is not eligible or available, the President will select the replacement from among the four eligible divisional nominees who ranked highest in the most recent elections to the Committee Advisory to the President.
- b. Functions
- (1) To consult with the President on matters of appointment or promotion of members of the Faculty to the ranks of Professor or Associate Professor and reappointment of members of the Faculty within the rank of Assistant Professor.
 - (2) To consult with the President with reference to approval of leaves for members of the Faculty.
 - (3) To consult with the President on any other matter which the President desires to bring before it.
 - (4) To consult with the President on any other matter which the Committee wishes to have considered.

5 COMMITTEE ON ORGANIZATION AND POLICY

- a. Membership
- The Committee on Organization and Policy shall consist of the Dean of the Faculty and nine faculty members, three elected from and by each of the three divisions of the Faculty, no two from the same department. Three members, one from each division, shall be elected annually by two-stage preferential ballot. No member may be nominated to succeed themselves for a period of three years, and no elected member may serve concurrently on the Committee Advisory to the President, or the Review Committee, or as an Associate Dean of the Faculty. A vacancy shall be filled by the eligible nominee who was next in order of preference in the most recent divisional poll for election to the Committee. The Committee shall elect its own chair annually from among its elected members.
- b. Functions
- (1) To consider general policies which affect the Faculty as a whole and to make recommendations on them when appropriate.
 - (2) To consider policies which affect the General Faculty and to recommend to the Faculty Coordinating Committee agenda items for forwarding and consideration by the Steering Committee of the General Faculty.
 - (3) To recommend to the Faculty any changes in the *Organization of the Faculty of Arts and Sciences of Dartmouth College* it deems desirable.
 - (4) To appoint members of the Committee on Priorities, Committee on Instruction, the Committee on Undergraduate Enrollment and Student Affairs, the Committee on Senior Fellowships, the Committee on Graduate Fellowships, the Committee on Off-Campus Activities, the Committee on the Faculty, the Council on the Libraries, the Council on Honorary Degrees, the Council on Computing, and the Council on Benefits. To provide, from its own membership, three representatives to the Steering Committee of the General Faculty.
 - (5) To appoint chairs of the Committee on Graduate Fellowships, the Committee on Instruction, the Committee on Off-Campus Activities, and the Committee on the Faculty.



- (6) To appoint faculty representatives to the Council on Student Organizations and Dartmouth College Athletic Council.
- (7) To create, charge, staff, and select chairs for all *ad hoc* committees of the Faculty of Arts and Sciences. In establishing *ad hoc* committees, to receive and consider initiatives from other committees, councils, or individuals.
- (8) In the event of vacancies on any of the above committees or their chairs, to appoint replacements in the manner best calculated to maintain the prescribed composition of the committee and the intent of the Faculty.
- (9) To augment temporarily an existing committee by appointing additional members, to charge such an augmented committee, and to specify its term of service.
- (10) To appoint faculty representatives to *ad hoc* committees and councils whose goals are policy-related. When an *ad hoc* committee is proposed, if the Committee on Organization and Policy determines the proposed charge has significant overlap with that of a standing committee of the Arts and Sciences, or of a Council to which faculty representatives are appointed, it may recommend that the issue(s) in question be taken up instead by the standing committee. The standing committee may then require augmentation (see section 8). If the *ad hoc* committee is formed, the faculty appointed by the Committee on Organization and Policy will serve as liaison between the Committee on Organization and Policy and the *ad hoc* committee and, if the faculty constitute a dissenting minority on the *ad hoc* committee, they will summarize their conclusions in a report to the Committee on Organization and Policy.
- (11) To receive and consider all reports and proposals on behalf of the Faculty of Arts and Sciences and to transmit motions for final action to either the Committee of Chairs or the Faculty. In transmitting motions, the Committee on Organization and Policy shall ensure that the motion is well formulated, but it may not modify the substance of the motion. Under exceptional circumstances, the Committee on Organization and Policy may add its own recommendation or substitute motion, keeping it separate from the original motion.
- (12) To transmit formal resolutions adopted by the Faculty to appropriate parties when so instructed by vote of the Faculty.

In carrying out the above functions, the Committee on Organization and Policy will:

- (13) Ensure, insofar as possible and appropriate, that committees are representative of the academic ranks of the voting Faculty.
- (14) Ensure that the overall investment of faculty effort in committee service is in accord with the general mission of the College. Committee and council service is part of the collective responsibility of the Faculty, and the system should be kept as effective and efficient as possible.
- (15) To submit a report to the Committee of Chairs at the end of each academic year.

6 REVIEW COMMITTEE

a. Membership

- (1) The Review Committee shall consist of three full professors, one from each of the three divisions of the Faculty of Arts and Sciences. Committee members shall serve for a term of four years, the first three years as regular members, and the last year as an alternate. Terms of service shall be staggered as much as practicable. No member may be nominated to succeed themselves for a period of three years, and no elected member may serve concurrently on the Committee Advisory to the President, the Committee on Organization and Policy, or the Council on Academic Freedom and Responsibility, or as an Associate Dean of the Faculty. The Review Committee shall select its own chair annually.
- (2) One member shall be selected annually in the following manner. Faculty members in the division from which a selection is to be made shall rank a slate of full professors by a two-stage preferential ballot. The nominees shall then be ranked in accordance with the number of votes each receives, and the President shall select one of the three top-ranking nominees. Whenever a selected member is unavailable to serve one or more terms of their tenure on the committee, the President shall choose a temporary replacement from among the three highest ranking nominees remaining on the slate who are available and eligible to serve.
- (3) When a member of the Review Committee is removed because of bias or conflict of interest (as described in the *Agreement Concerning Academic Freedom, Tenure, and Responsibility of*



Faculty Members in the Organization of the General Faculty of Dartmouth College, or OGFDC), that Committee member's temporarily vacated seat will be filled by a former member of the Review Committee from that division, proceeding in order from the person most recently on the Committee. If such a person is not available, the President will select the replacement from among the three eligible divisional nominees who ranked highest in the most recent elections to the Review Committee.

b. Functions

- (1) At the request of the Dean of the Faculty of Arts and Sciences, to review allegations by a member of the Faculty of Arts and Sciences that their academic freedom has been violated, and, if the evidence warrants, to forward the case to the Council on Academic Freedom and Responsibility for further action, as set forth in the *Agreement Concerning Academic Freedom, Tenure, and Responsibility of Faculty Members* detailed in the OGFDC.
- (2) To review certain disciplinary actions and recommendations for disciplinary action by the Dean of the Faculty of Arts and Sciences, as set forth in the *Agreement Concerning Academic Freedom, Tenure, and Responsibility of Faculty Members* detailed in the OGFDC.
- (3) To review certain appeals by Arts and Sciences faculty of reappointment, promotion and tenure decisions, as set forth in Section V-C.
- (4) To report annually to the President on its activities during the prior year.

B Educational Policy Committees

Three committees are responsible for the general educational policies and procedures of the Faculty: the Committee on Instruction, the Committee on Senior Fellowships, and the Committee on Off-Campus Activities.

The Committee on Instruction is responsible for oversight of institutional instructional policies, for evaluating and approving significant changes in major requirements and for recommending the addition or deletion of majors and special programs. The Committee on Off-Campus Activities supervises and reviews all off-campus academic programs.

The Dean of the Faculty shall convene meetings of the chairs (or other members) of the three Education Policy Committees at least once each term to discuss the committees' common concerns.

1 COMMITTEE ON INSTRUCTION

a. Membership

The Committee on Instruction shall consist of the Dean of the Faculty, or their representative; the Registrar; six members of the Faculty, two from each division and no two from the same department, appointed by the Committee on Organization and Policy for terms of three years. The Associate Dean of Student Support Services, or their representative; and two student representatives, nominated by Dartmouth Student Government and approved by the voting members of the COI, may attend as non-voting members. The Committee on Organization and Policy will appoint a chair and a vice-chair from among the voting members.

b. Functions

- (1) To maintain and review requirements for the A.B. degree.
- (2) To receive those minutes of Divisional Council meetings pertaining to changes in course offerings, course numbers, course title, course descriptions, and requirements for majors and, at its discretion, to review such changes.
- (3) To appraise the educational policies of the Faculty, and, when appropriate, to recommend to the Committee on Organization and Policy the establishment of an *ad hoc* committee or the temporary enlargement of the Committee on Instruction to study and make recommendations on these policies.
- (4) To serve as an advisory body to the Registrar on matters dealing with the curriculum, admission with advanced standing, and transfer credit.
- (5) To review and to act on appeals of student petitions for transfer of credit from an academic institution with which Dartmouth has no formal exchange programs.
- (6) To review annual reports from the Language Waiver Committee and from the faculty members who assess languages not taught at Dartmouth.
- (7) To review any proposed changes to the First-Year Writing and the First-Year Seminar requirements.



- (8) To review all requests for Distributive, World Culture, or Language for Proficient Speakers (LRP) attributes on new and updated courses.
- (9) To review all proposals for new majors and minors and all requests for new programs.
- (10) To review all proposals regarding the culminating experience in the major.
- (11) To submit a report to the Committee on Organization and Policy at the end of each academic year.

2 COMMITTEE ON SENIOR FELLOWSHIPS

a. Membership

The Committee on Senior Fellowships shall consist of the Dean of the College, or their representative, the Assistant Dean of Faculty for Undergraduate Research, and six faculty members, two from each of the three divisions of the faculty, no two from the same department. The term of service for faculty members shall begin in the spring term and shall be four years, the first two years as regular members, and the last two years as alternates. The chair of the committee shall be appointed by the President of the College from among these six faculty members for a term of one year beginning in the spring term. Faculty members retiring from the committee at the end of a given winter term will normally be expected to be present at the spring term meeting in which determinations of completion and honors for Senior Fellows are made.

b. Functions

- (1) To make senior fellowship opportunities known to undergraduates and to keep faculty members informed about such opportunities so that they may counsel and encourage students to make full use of them.
- (2) To evaluate applications for Senior Fellowships and to recommend to the President candidates for fellowships.
- (3) To exercise general review of the work of the Fellows.
- (4) To report to the registrar as to completion and honors for Senior Fellows at the end of the third term of the fellowships.
- (5) To recommend to the Committee on Organization and Policy any major changes in the program.
- (6) To submit a report to the Committee on Organization and Policy at the end of each academic year.

3 COMMITTEE ON OFF-CAMPUS ACTIVITIES

a. Membership

The Committee on Off-Campus Activities shall consist of the Associate Dean of the Faculty for International and Interdisciplinary Studies; the Dean of the College, or their representative; the Executive Director of the Guarini Institute (ex officio); eight faculty members, at least one from each of the three divisions and one from the interdisciplinary programs or departments, no two from the same department or program, appointed by the Committee on Organization and Policy for a term of three years; the Guarini Institute Associate Director (ex officio, non-voting); two students (voting) and one student alternate (non-voting). The Committee on Organization and Policy shall appoint a chair from among the voting faculty members. The Committee shall appoint a vice-chair from among the voting members. All members have voting privileges unless otherwise specified.

b. Functions

- (1) To supervise and review all credit-bearing off-campus academic programs and activities administered through the Frank J. Guarini Institute for International Education and any other activities assigned by the Dean of the Faculty to the Committee and the Guarini Institute for supervision, and to provide guidelines and information for the organization of such programs and activities.
- (2) To receive, from the appropriate divisional council, proposals for new off-campus programs or changes in existing programs.
- (3) To submit to the Committee on Instruction, for approval, all changes in off-campus course offerings.
- (4) To take final action on proposals for changes in already approved off-campus programs.
- (5) To recommend to the Committee of Chairs the adoption of new off-campus programs, or the discontinuance of existing off-campus programs.



- (6) To submit a report to the Committee on Organization and Policy at the end of each academic year.

C Committees Concerned with Undergraduate Life

Three standing committees of the Faculty are responsible for various aspects of undergraduate life and affairs: the Committee on Standards, the Committee on Undergraduate Enrollment and Student Affairs, and the Committee on Graduate Fellowships. Faculty members also serve on a number of other councils relevant to student life, which are listed in Appendix A.

The Dean of the College shall convene meetings of the chairs (or other members) of these committees at least once each term to discuss the committees' common concerns, and has the privilege of addressing any of these committees.

1 COMMITTEE ON STANDARDS

a. Membership

The Committee on Standards (COS) shall be composed as follows: 1) 24 members of the faculty, selected as described in subsection (b) below, and from whose membership two will be designated by the Office of Community Standards and Accountability to serve on specific cases through deliberations; 2) student members from the sophomore, junior, or senior classes and who meet the requirements for service established by the COS, six elected annually by the student body and six selected by the Dean of the College and from whose membership two will be designated to serve on specific cases through deliberations; 3) administrator members who shall be selected by the President, but not from the Office of the Dean of the College, from whom one will be designated to serve on specific cases through deliberations. The COP, Dartmouth Student Government, Dean of the College, and President shall appoint additional members as needed. The Director of the Office of Community Standards and Accountability, or their designee, will normally be present at hearings and may be asked to chair hearings when appropriate. The Dean of the College shall designate staff to serve as Chair of the COS. The Dean of the College shall receive Requests for Review of COS outcomes and for registrarial decisions following the procedures outlined in the College Undergraduate *Student Handbook*.

Panels drawn from the COS membership are convened by the Office of Community Standards and Accountability for disciplinary cases involving undergraduates. COS hearing panels include two faculty members, one administrator from the pool appointed annually by the President, and two students. Faculty members assigned to serve on the COS are trained by the Office of Community Standards and Accountability and may be called to serve as needed during a term of service.

b. Selection of Faculty Pool

- (1) The faculty who serve on the COS will consist of tenured faculty and those non-tenured faculty who volunteer to be considered for membership as assembled by the Dean of the Faculty through a random lot. A faculty member will serve for any two terms of an academic year, for two consecutive years. Members of the faculty who are eligible to serve on the COS are all of those in residence for a minimum of two terms of service during the first academic year of appointment, except for those who have served on a panel within the previous six years and those faculty members serving on the CAP. The selection will be completed no later than the end of the winter term of the preceding academic year.
- (2) 24 members of the faculty will be selected and assigned to the COS each academic year to establish a pool of 18 members for hearing assignments each term. Faculty members should be available to serve up to six (6) times in any given term of service. In consultation with the Office of Community Standards and Accountability, the COP shall also identify and hold four (4) faculty members with previous COS experience in a reserve pool each academic year. These faculty will not be considered to be serving on the COS unless they are called upon by the Director of Community Standards and Accountability to fulfill a need.
- (3) The faculty members drawn by lot for the Committee may have their service deferred by the Dean of the Faculty for good cause. Faculty who are in residence for fewer than two terms in the second year will also have their service deferred. Those deferred will be re-assigned to the Committee in the first year eligible after the reason for the exemption has lapsed.



- (4) During the first term of service and prior to serving, Committee members will attend a COS training session to familiarize themselves with the Committee's policies and procedures before serving as full voting members.
 - (5) The Office of Community Standards and Accountability will select panel members to participate in specific hearings and deliberations, distributing the assignments as equitably as possible consistent with needs for diversity and representation.
 - (6) Faculty members who wish to extend their term of service beyond their original appointment may request to remain on the panel with the approval of the COP. The Office of Community Standards and Accountability may draw from the faculty reserve pool and solicit faculty with previous COS experience to serve as alternates to the current Committee membership in times of need for specific hearing panels.
- c. Functions³
- (1) To hear and act on alleged violations of the Academic Honor Principle (COS: Academic Honor).
 - (2) To hear and act on alleged violations of the Standards of Conduct which are brought to the COS in accordance with its established procedures (COS: Conduct).
 - (3) To hear and act on alleged violations of the Standards of Conduct by College-recognized undergraduate student organizations (Organizational Adjudication Committee).
 - (4) To act on cases of unsatisfactory scholarship (Academic Action).⁴
 - (5) To submit a report to the Committee on Organization and Policy at the end of each academic year.

2 COMMITTEE ON UNDERGRADUATE ENROLLMENT AND STUDENT AFFAIRS

- a. Membership
- The Committee on Undergraduate Enrollment and Student Affairs shall consist of the Dean of the Faculty or their representative; the Dean of the College or their representative; the Dean of Admissions and Financial Aid or their representative; the Registrar or their representative; the Assistant Dean of Faculty for Special Projects and Academic Advising; four members of the Faculty of Arts and Sciences, one from each division or council and including one of whom is serving as a House Professor, appointed by the Committee on Organization and Policy for three year terms; and two undergraduate students appointed by the Dartmouth Student Government for terms of at least one year. The committee shall be co-Chaired by designees from the Dean of the College and the Dean of the Faculty, selected from among the members of the committee.
- b. Functions
- (1) To act as an advisory body to the Dean of the Faculty, the Dean of the College and the Dean of Admissions and Financial Aid, as appropriate or necessary, on policies, procedures or practices pertaining to:
 - a. the recruitment and admission of new undergraduates, and the granting of financial aid to undergraduates;
 - b. the review and assessment of the academic components of the orientation program for first-year students as they relate to the holistic transition to college;
 - c. the pre-major and major advising process;
 - d. the professional development of undergraduate students, as it relates to the liberal arts mission;
 - e. the status of overall student wellbeing and intellectual engagement, in and out of the classroom;
 - f. the intersection of distributive and graduation requirements with extracurricular activities.
 - (2) To pursue, at the request of the Dean of the Faculty or the Dean of the College or on its own initiative, special projects focusing on issues that involve the intersection of academics and student life. The pursuit of such projects would be in addition to, not in place of, the committee's regular duties, and may involve the creation of working groups, chaired by one

³ Functions apply to all undergraduates, both regularly matriculated, and special and exchange students.

⁴ Review of Academic Action shall be heard by a sub-committee composed of two faculty members and one staff member and shall be chaired by the Director or Associate Director of Community Standards and Accountability or a dean. Student members will not participate in these deliberations or decisions.



member of the committee, with input and involvement from other campus partners (e.g. Associate Dean of Student Life, Associate Dean of Student Support Services, Associate Dean for Community Life and Inclusivity, Associate Dean for Residential Education, Director of Health Services, representatives from the Committee on Instruction, etc.);

- (3) To solicit agenda items from the Arts & Sciences faculty as they relate to the committee's charge; and to recommend any changes in policy to the appropriate faculty committee or college officer within the Division of Student Affairs;
- (4) To submit a report to the Committee on Organization and Policy, the Dean of the Faculty, and the Dean of the College in Spring Term of each academic year.

3 COMMITTEE ON GRADUATE FELLOWSHIPS

a. Membership

The Committee on Graduate Fellowships shall consist of nine faculty members, three from each of the Arts and Humanities, Science, and Social Science divisions of the Faculty, no two from the same department, and the Scholarship Adviser (*ex officio*). The term of service for faculty members shall be four years, the first two years as regular members, and the last two years as alternates. The chair shall be appointed by the Committee on Organization and Policy annually.

b. Functions

- (1) To make appropriate fellowship opportunities known to undergraduates and to keep faculty members informed about such opportunities so that they may counsel and encourage students to make full use of them.
- (2) To recommend to the President candidates for appointment to Reynolds Foreign Scholarships and other graduate fellowships of Dartmouth College.
- (3) To make recommendations for appointment to fellowships and scholarships not offered by Dartmouth College but open to its students and graduates.
- (4) To submit a report to the Committee on Organization and Policy at the end of each academic year.

D Other Committees

1 COMMITTEE ON THE FACULTY

a. Membership

The Committee on the Faculty shall consist of the Dean of the Faculty, the Chief Finance and Operations Officer for the Arts and Sciences, and nine faculty members (three from each division, no more than one from any department, with eight senior faculty members serving for terms of three years and one junior faculty member rotated among the three divisions, serving for a term of one year) appointed by the Committee on Organization and Policy. The Dean of the Faculty and the Chief Finance and Operations Officer shall be a non-voting members.

b. Functions

To review matters regarding compensation, leave programs, sponsored activities, institutional support for faculty research and scholarship, use of faculty time, and other matters which affect the professional development and well-being of the Faculty; and to make recommendations concerning such matters to the Dean of the Faculty, the Faculty of Arts and Sciences, and appropriate officers of the College. This general charge includes the following:

- (1) To review with the President, the Dean of the Faculty or other officers and committees of the College policies and decision-making processes which bear on compensation, benefits, and all other matters that affect the economic position of the Faculty.
- (2) To advise the President, the Dean of the Faculty, or other officers of the College on matters which may affect the economic status of the Faculty.
- (3) To receive and act upon written appeals and recommendations regarding the efficient use of faculty time.
- (4) To select from among its members two delegates to the Council on Sponsored Activities and one delegate to the Council on Benefits.
- (5) The Chair, or representative of the Committee, will report to the Faculty of Arts and Sciences at least annually in the spring term meeting, information on benchmarking faculty salaries and compensation relative to peer institutions using appropriate data. This reporting may also



include additional relevant information about the professional and economic status of the faculty.

III Divisions of the Faculty of Arts and Sciences

There shall be three divisions of the Faculty: the Arts and Humanities, the Sciences, and the Social Sciences. The divisions are designed to promote the educational effectiveness of the departments by providing a forum for the discussion, planning, and coordination of matters of common academic concern. In addition to the regular academic departments in the three divisions, departments and/or programs in Interdisciplinary Studies may be created, as conditions require, to meet new or changing demands on the academic community.

A Membership

The Arts and Sciences shall consist of three divisions and Interdisciplinary Studies, consisting of the members of the following academic units (Departments and Programs). For purposes of divisional voting, faculty members who are not affiliated with any department, or are affiliated with more than one department in different divisions, may be assigned to an appropriate division by the Dean of the Faculty. Members of departments may be assigned to Interdisciplinary Studies by the Dean of the Faculty, with the consent of the department and the individual involved.

The Arts and Humanities

Art History
Classics
East European, Eurasian, and Russian Studies
English and Creative Writing
Film and Media Studies
French and Italian Languages and Literatures
German Studies
Music
Philosophy
Religion
Spanish and Portuguese Languages and Literatures
Studio Art
Theater

The Sciences

Biological Sciences
Chemistry
Computer Sciences
Earth Sciences
Engineering Sciences
Mathematics
Physics and Astronomy
Psychological and Brain Sciences

The Social Sciences

Anthropology
Economics
Geography
Government
History
Sociology

Interdisciplinary Studies

African and African-American Studies Department
Asian Societies, Cultures and Languages Department



Cognitive Science Program
Comparative Literature Program
Environmental Studies Department
Jewish Studies Program
Latin American, Latino, and Caribbean Studies Department
Linguistics Department
Middle Eastern Studies Program
Native American and Indigenous Studies Department
Quantitative Social Science Program
Women's, Gender, and Sexuality Studies Program

B *Officers of Divisions and Interdisciplinary Studies*

- 1 An Associate Dean of the Faculty, appointed by the Dean of the Faculty from among the members of the division or Interdisciplinary Studies. The term of service of the Associate Dean is determined by the Dean of the Faculty. An incoming Dean may terminate or renegotiate the terms of incumbent Associate Deans. The Associate Dean of each division or of Interdisciplinary Studies is its chief officer.
- 2 A divisional council, composed of the chairs of the departments in a given division or Interdisciplinary Studies, and the appropriate Associate Dean who shall serve as its chair. On appropriate occasions the Registrar and the Chief Finance and Operations Officer for the Arts and Sciences may serve as advisers at a council's invitation.
- 3 A secretary, to be elected by the divisional and interdisciplinary council from among its own members, to serve for one year.

C *Functions of Divisional and Interdisciplinary Councils*

- 1 To prepare agenda for meetings of its members so as to foster the realization of the council's primary objectives.
- 2 To supervise courses and programs of study falling within each division or Interdisciplinary Studies.
- 3 To appraise continuously the educational policies and programs affecting the council's members and, in the case of issues transcending a single council, to recommend to the Committee on Organization and Policy the establishment of *ad hoc* educational policy committees.
- 4 To consider changes in major programs as well as adoptions, abolitions, and changes of courses offered within each division or Interdisciplinary Studies, and to make recommendations concerning them to the Committee on Instruction for forwarding to the Committee of Chairs.
- 5 To consider all adoptions and abolitions of majors within each division or Interdisciplinary Studies and to make recommendations concerning them to the departments and programs.
- 6 To circulate its agenda to the academic units in advance of its meetings and to notify the academic units of actions taken.
- 7 To meet at least once each term to review and discuss both educational and administrative affairs of concern to each division or Interdisciplinary Studies.

D *Meetings of Each Division and Interdisciplinary Studies*

- 1 Meetings may be called at the request of the divisional or Interdisciplinary Studies council, the divisional associate dean or the Associate Dean for International and Interdisciplinary Studies, or on petition of five members of the division or of Interdisciplinary Studies.
- 2 The voting members of the division or of Interdisciplinary Studies shall be those voting members of the Faculty who are affiliated with the division or Interdisciplinary Studies.

E *Functions of Divisions and of Interdisciplinary Studies*

- 1 To appraise continuously and, where appropriate, to recommend to the Committee of Chairs improvements and

innovations in the educational policies and programs of the division or of Interdisciplinary Studies and its departments or programs.

- 2 To study ways of promoting improvement in the effectiveness of teaching procedures throughout the division or Interdisciplinary Studies and to recommend them to the Committee on Instruction.
- 3 To consider all adoptions and abolitions of major programs within the division or within Interdisciplinary Studies and to make recommendations concerning them to the Committee on Instruction for forwarding to the Committee of Chairs, if appropriate.
- 4 To consider other matters which affect the educational programs of the division or Interdisciplinary Studies.

IV Departments and Programs of the Faculty of Arts and Sciences

A *The Departments of Instruction* shall be as follows: African and African-American Studies, Anthropology, Art History, Asian Societies, Cultures and Languages, Biological Sciences, Chemistry, Classics, Computer Sciences, Earth Sciences, East European, Eurasian, and Russian Studies, Economics, Engineering Sciences, English and Creative Writing, Environmental Studies, Film and Media Studies, French and Italian Languages and Literatures, Geography, German Studies, Government, History, Latin American, Latino, and Caribbean Studies, Linguistics, Mathematics, Music, Native American and Indigenous Studies, Philosophy, Physics and Astronomy, Psychological and Brain Sciences, Religion, Sociology, Spanish and Portuguese Languages and Literatures, Studio Art, and Theater.

The Programs shall be as follows: Cognitive Science, Comparative Literature, Quantitative Social Sciences, Jewish Studies, Middle Eastern Studies, and Women's, Gender, and Sexuality Studies.

B *Meetings of Academic Units (Departments and Programs)*

- 1 The chair shall call at least one meeting of the academic unit in each term of the academic year. Additional meetings of the academic unit may be called by the chair and shall be called by them on request of at least one third of the voting members of the academic unit.
- 2 The voting members of the academic unit shall be those faculty members in residence who hold appointment or joint appointments in the academic unit as Professor, Associate Professor, Assistant Professor, or Instructor.
- 3 Voting privileges of other members in the academic unit shall be determined by the unit.
- 4 A majority of the members of the academic unit entitled to vote shall constitute a quorum, and all questions shall be decided by majority vote.
- 5 Appeal from a decision of the academic unit may be carried by any member to the final authority of the President.

C *Officers of Academic Units (Departments and Programs)*

- 1 The chair of an academic unit shall be appointed by the Dean of the Faculty, in consultation with the appropriate Associate Dean or the Dean of International and Interdisciplinary Studies, from among the members of the academic unit for a term of three years. They may be reappointed, but the principle of rotation shall in general apply. A chair shall normally be notified of their appointment no later than three months before the term of office begins.

In order to ensure that each member of an academic unit with the rank of Professor, Associate Professor, Assistant Professor, or Instructor shall have an opportunity to express anonymously their opinion as to the choice of chair, a confidential written preferential ranking of not more than five prospective chairs will be obtained by the Office of the Dean of the Faculty in the fall term of a chair's last year of office. The appointment of a chair need not be in accord with the results of this confidential preferential ballot. Additional communication is encouraged between the Office of the Dean of the Faculty and individual faculty members concerning the choice of chairs.

In consultation with departmental/program colleagues, the chair shall ensure that the education, recruitment, and administrative functions of the academic unit are effectively fulfilled. It shall be the duty



of the chair to call meetings as noted above and to preside over such meetings. Unless other provisions are made by vote of the academic unit, the chair shall be the liaison with the officers of administration and other academic units. It is expressly stipulated that direct communication between any member of the academic unit and officers of administration shall at all times be free and open.

A chair shall continue to teach, but their teaching load may be reduced, by agreement with the Dean of the Faculty, to an extent commensurate with the burden of their responsibilities as chair.

- 2 A secretary shall be elected by the academic unit at the first meeting of the academic year for a term of one year. They shall keep records of all department/program meetings and such other records as the department/program may deem desirable.
- 3 Each academic unit may, according to its needs, delegate other administrative functions to individual members or committees.

D *Functions of Academic Units*

Subject to the authority reserved to the division or Interdisciplinary Studies, the Faculty, and the President, it shall be the function of an academic unit:

- 1 To formulate its own educational policy.
- 2 To provide proper courses for the carrying out of such policy.
- 3 To divide the work of instruction equitably among members of the academic unit.
- 4 To formulate and carry out, in consultation with the Office of the Dean of the Faculty and in accordance with the policies of the College, procedures to secure for the academic unit the best qualified personnel.
- 5 To recommend leaves for departmental/program personnel to the Dean of the Faculty.
- 6 To recommend to the library the purchase of all books charged to departmental/program appropriation.
- 7 To prepare the departmental/program budget with the exception of salaries and to determine the allotment of all departmental/program funds.
- 8 To provide for the business management of the academic unit, its relations with the officers of administration and with the library, the purchase of supplies, the administration of laboratories, the award of honors and prizes, the preparation and approval of examination papers, and other administrative matters.

E *Appointments in Departments*

Responsibility for recommending departmental appointments and reappointments shall be restricted to faculty members already holding full-time⁵ appointments in the department according to the following procedure:

- 1 The Professors, Associate Professors, Assistant Professors, and Instructors shall vote on all initial appointments. Should the appointment be recommended with tenure, the recommendation must be accompanied by a separate vote of the tenured faculty in the department.
- 2 For promotions and reappointments of individuals already serving as Professors, Associate Professors, Assistant Professors, or Instructors, voting rights shall be as follows:
 - a. The Professors in the department who have tenure shall vote on the granting of tenure in the rank of Professor and promotion to the rank of Professor, and, with those Associate Professors having tenure, on the granting of tenure in the rank of Associate Professor and promotion to the rank of Associate Professor.
 - b. The Professors and Associate Professors together shall vote on reappointments to the rank of Assistant Professor.
 - c. The Professors, Associate Professors, and Assistant Professors shall vote on promotions from Instructor to Assistant Professor, and on reappointments to the rank of Instructor.
 - d. The Professors, Associate Professors, Assistant Professors, and Instructors shall vote on reappointments to visiting, adjunct, lecturer, and research ranks.
- 3 Appointments involving a change from visiting, adjunct, lecturer, or research status to regular instructor or professorial status shall be considered as initial appointments.

⁵ A full-time appointment in this context means that the person's primary professional allegiance is to the College and that the person devotes at least half-time to teaching and other activities within the department.



- 4 Actions taken shall be forwarded as recommendations to the Dean of the Faculty.

F *Appointments in Programs*

Recommendations for appointments in a program approved by vote of the Faculty shall be the responsibility of the personnel committee of that program. Appointments may be solely in a program or shared between two academic units. Responsibility for recommending program appointments and reappointments shall be restricted to voting members of the program according to the following procedure:

- 1 The Professors, Associate Professors, Assistant Professors, and Instructors shall vote on all initial appointments. Should the appointment be recommended with tenure, the recommendation must be accompanied by a separate vote of the tenured faculty in the program.
- 2 Recommendations for reappointment, tenure and promotion for faculty holding joint or sole appointments shall be made following the procedure outlined in the Faculty Handbook.
- 3 For promotions and reappointments of individuals already serving as Professors, Associate Professors, Assistant Professors, or Instructors, voting rights shall be as follows:
 - a. The Professors on the personnel committee who have tenure shall vote on the granting of tenure in the rank of Professor and promotion to the rank of Professor, and, with those Associate Professors having tenure, on the granting of tenure in the rank of Associate Professor and promotion to the rank of Associate Professor.
 - b. The Professors and Associate Professors together shall vote on reappointments to the rank of Assistant Professor.
 - c. The Professors, Associate Professors, and Assistant Professors shall vote on promotions from Instructor to Assistant Professor, and on reappointments to the rank of Instructor.
 - d. The Professors, Associate Professors, Assistant Professors, and Instructors shall vote on reappointments to visiting, adjunct, lecturer, and research ranks.
- 4 Appointments involving a change from visiting, adjunct, lecturer, or research status to regular instructor or professorial status shall be considered as initial appointments.
- 5 Actions taken shall be forwarded as recommendations to the Dean of the Faculty.
- 6 A new program approved by vote of the Faculty shall be reviewed during its third year of operation. The review will be carried out by a committee appointed by the Dean of the Faculty after consultation with the Committee on Instruction and the Council for Interdisciplinary Studies. The Committee should include advisors from outside the College. The Committee shall submit its recommendations with respect to continuation or dissolution of the program to the Faculty through the Committee on Instruction and the Committee of Chairs for vote. If approved for a second time the program shall function for an additional five years, with another review and evaluation, following the same procedure, before the end of that period. This second review committee may recommend to the Faculty for vote that the program in question shall:
 - 1) become a department;
 - 2) merge with an existing department;
 - 3) be allowed to continue as a program subject to the same review procedures applicable to any other academic unit;
 - 4) be dissolved.A decision to change the status of a program, following either the first or second review, will be implemented in a manner consistent with commitments to faculty assigned to the program and to students studying in the program.
- 7 If a decision is reached to continue a program beyond the first three-year period, recommendations for tenure appointments in that program may be made to the Dean of the Faculty in accord with the established procedures of the College. Such tenure appointments normally shall be made half in the program and half in an academic unit with continuing status, not solely in the program.
- 8 Tenure appointments solely within a program may be considered after a program has been given a continuing status by vote of the Faculty following its second review evaluation.

G *Small Departments and Programs (academic units)*

In the case of academic units having a faculty not larger than two, such modifications of the above rules as seem to meet their special requirements are permitted, subject to approval by the Committee Advisory to the President.



V Appendices

A *Councils and other Committees on Which Arts and Sciences Faculty Members Serve*

1 Council on Academic Freedom and Responsibility

For charge and election process please see the Organization of the General Faculty of Dartmouth College.

2 Council on Graduate Studies

For charge and appointment process please see the Organization of the General Faculty of Dartmouth College.

3 Council on Libraries

For charge and appointment process please see the Organization of the General Faculty of Dartmouth College.

4 Council on Honorary Degrees

For charge and appointment process please see the Organization of the General Faculty of Dartmouth College.

5 Council on Sponsored Activities

For charge and appointment process please see the Organization of the General Faculty of Dartmouth College.

6 Council on Computing

For charge and appointment process please see the Organization of the General Faculty of Dartmouth College.

7 Council on Benefits

For charge and appointment process please see the Organization of the General Faculty of Dartmouth College.

8 Council on Institutional Priorities

For charge and appointment process please see the Organization of the General Faculty of Dartmouth College.

9 Council on Student Organizations

The Council on Student Organizations is charged with the general supervision of nonathletic organizations not specifically assigned by the President to the supervision of other administrative agencies. By vote of the Trustees of the College the Faculty is authorized to appoint three of its members to the Council; these appointments are made by the Committee on Organization and Policy. The Council reports annually to the President, and it shall publish its report to the Faculty during the month of November.

10 Alumni Council

The Alumni Council authorizes the Faculty to appoint one of its members to serve as its representative on the Council. This representative must be an alumnus or alumna of the College. They shall be nominated by the Dean of the Faculty for a term of two years; at the expiration of two consecutive terms of service they shall not at that time be reappointed.

11 Title IX Council

(1) For charge and complete membership, see the *Organization of the General Faculty of Dartmouth College*. The Council shall consist of twenty-four members, fifteen of which are tenured members of the Faculty of Arts and Sciences (with representation secured from each of the divisions of the Faculty). Council members appointed from the Faculty of Arts and Sciences shall serve for a term of three years. No member may be nominated for a successive term for a period of three years, and no appointed member may serve concurrently on the Committee Advisory to the President, the Committee on Organization and Policy, the Review Committee, the Council on Academic Freedom and Responsibility, or as an Associate Dean of the Faculty.

(2) Five members of the Arts and Sciences faculty shall be appointed annually in the following manner. Each of the divisions from which an appointment is to be made shall choose and rank preferentially a slate of ten nominees by a two-stage ballot. The ten nominees shall be those receiving the highest number of votes in the first-stage voting. The ten nominees shall then be ranked in accordance with the number of votes each receives on the second-stage ballots. The Committee on Organization and Policy (COP) shall



then appoint members to the Council from among the five highest-ranking nominees in each division. If an appointed member is unavailable to serve one or more terms of an appointment, the COP shall choose a replacement from among the remaining eligible nominees. For further information about the regulations for the administration of preferential ballots, see Appendix B.

13 Dartmouth College Athletic Council

The Dartmouth College Athletic Council is an advisory body to the Director of Athletics and the Dean of the College that makes recommendations on policy matters pertaining to the College's intercollegiate athletics, physical education, and recreational programs. The Council includes three members of the Faculty of Arts and Sciences appointed by the Committee on Organization and Policy for a term of three years.

Faculty Advisory Subcommittee of the Dartmouth College Athletic Council

a. Membership

The Faculty Advisory Subcommittee of the DCAC shall consist of the three faculty members of the DCAC, the director of athletics, and the Dean of the College (chair). The Dean of the Faculty or a designated representative shall be ex officio.

b. Functions

- (1) To act in an advisory capacity to the director of athletics and the Dean of the College regarding general policies concerning the programs of physical education, intercollegiate athletics, and intramural athletics and their relationship to the academic programs of the College.
- (2) To act in an advisory capacity to the director of athletics and the Dean of the College regarding policies concerning absences of members of athletic teams and to recommend the occasions on which athletes may request excused absences from faculty members.
- (3) To consider and recommend policies regarding the scheduling of games to ensure that contest dates conflict as little as possible with the College's academic programs.

14 Language Waiver Committee

a. Membership

The Language Waiver Committee shall consist of (1) two Faculty members selected from the Division of Arts and Humanities and/or Interdisciplinary Departments and Programs for a three-year term; (2) the Dean of the College, or their representative; (3) the Director of Student Accessibility Services; and (4) the Registrar. The Faculty Committee members shall be chosen by the Committee on Organization and Policy with the recommendation of the Associate Dean of Faculty for the Arts and Humanities and the Associate Dean for Interdisciplinary Departments and Programs.

b. Functions

- (1) To review and act on student petitions requesting a waiver of the A.B. degree requirement for language proficiency. A waiver of the language requirement will normally not be granted in the absence of a verified diagnosis of a learning disability by a specialist in this field.
- (2) To determine a suitable course of study to fulfill the language requirement for successful student petitioners.
- (3) To submit a report to the Committee on Instruction at the end of each academic year.

B Regulations for the Administration of Preferential Ballot

1 ELECTIONS BY PREFERENTIAL BALLOT

The following elections are carried out by preferential ballot:

- (1) Committee Advisory to the President: Nominees Elected, Members Appointed by the President
- (2) Committee on Organization and Policy: Members Elected
- (3) Review Committee: Nominees Elected, Members Appointed by the President
- (4) Council on Academic Freedom and Responsibility: Members Elected
- (5) Title IX Council: Nominees Elected, Members Appointed by the COP

2 FIRST STAGE PROCEDURES AND ELIGIBILITY

Early in the winter term of each year each voting member of the Faculty shall be given access to a nomination ballot or ballots containing lists of all those eligible for nomination to represent the appropriate Faculty or Division on those committees in categories (1), (2), (3), and (4) on which terms



are due to expire. Faculty shall receive access to nomination ballots for category (5) in the summer term. Voting members shall select on this ballot a preferential choice for as many candidates as the instructions on the ballot shall indicate by the time specified, which normally shall be five weeks after the ballots are made available. The Registrar shall determine those candidates having the highest preference. For each committee or council, the Registrar shall place the appropriate number of nominees on the ballots for the second stage. The appropriate number will normally be nine for the Committee Advisory to the President, five for the Committee on Organization and Policy, nine for the Review Committee, twenty-four for the Council on Academic Freedom and Responsibility, and ten for the Title IX Council. If a faculty member receives sufficient votes to be placed on the second stage ballots of two or more of the elected Committees or Councils, the number of nominees on these ballots will be increased by one for each such member; however, additional duplicated names resulting from this increase shall not result in further names being added to the ballots.

In drawing up the lists of those eligible for nomination as indicated above, the Registrar shall, with the help of the Dean of the Faculty, treat as ineligible any members of the Faculty who are known to be resigning or retiring at the end of the current year, or who, as a result of leaves, off-campus teaching, or other reasons, are not scheduled to be on active service on campus during more than one term (fall, winter, and spring) of the following year. Eligibility is herein defined as full-time (see the footnote in section IV, E) voting membership with appropriate rank. A faculty member whose term is continuing on the Committee Advisory to the President, the Committee on Organization and Policy, the Review Committee, the Council on Academic Freedom and Responsibility, the Title IX Council, or as an Associate Dean of the Faculty is ineligible for the first stage ballot for any of the other elected committees and councils.

3 SECOND STAGE

Approximately two and a half weeks after the first stage ballots were due each voting member of the Faculty shall be given access to a ballot for election of persons as nominated in the First Stage for committees listed above. Voting members shall mark on this ballot a preferential choice for all nominees on each list separately, by the time specified, which normally shall be five weeks after the ballots are made available. The Registrar shall then determine the nominees having the highest preference, and shall certify their election (their nomination in the case of the Committee Advisory to the President, the Review Committee, and the Title IX Council).

4 TABULATION OF BALLOTS

Any ballot which does not conform to the instructions for voting shall be declared invalid. In the ranking of candidates, on a ranked-choice ballot, the preference numbers 1, 2, 3, 4, shall count 4, 3, 2, 1 points respectively (assuming, for example, that four nominees are to be chosen), the candidates being ranked in the order of the total number of points they receive. In case of a tie in either stage, preference shall be given to the candidate having the larger number of preference numbers 1; in case a tie still exists, the preference numbers 2 shall be used, and so on; in case the tie is absolute, the Chair of the Committee on Organization and Policy shall cast the deciding vote.

C Appeal of Reappointment/Tenure/Promotion Decisions for Arts and Sciences Faculty

The purpose of the appeal process for a reappointment/tenure/promotion decision in the Faculty of Arts and Sciences is to determine if there has been a violation of the College's non-discrimination or academic freedom policies, or if material procedural error took place when making these critical decisions.

On the following three grounds, the candidate or members of the reappointment, tenure, or promotion committee, individually or collectively, can request that a case be reexamined:

- (1) There was an alleged violation of the College's Nondiscrimination and Anti-Harassment Policy (NDAP);
- (2) There was an alleged violation of the faculty member's academic freedom;
- (3) There was alleged procedural error (e.g., failure to include proper information or facts that should have been made available under the submission and evaluation guidelines in the Faculty Handbook, or a failure to follow the procedures stipulated in the Faculty Handbook for considering a case) that could reasonably have affected the decision.



The substantive evaluation of a case is not subject to appeal unless the appeal is based on one or more of these three grounds.

Alleged violations of the NDAP will be reviewed by the Director of Equal Opportunity or designee; alleged violations of academic freedom will be reviewed by the Council on Academic Freedom and Responsibility (CAFR) as indicated in the *Organization of the General Faculty of Dartmouth College* (OGFDC); alleged violations of procedural error will be reviewed by the Review Committee (RC).

APPEAL PROCEDURE

A request for review must be made no later than 90 days after the date of written notification of the decision. Before formally initiating an appeal under any of the grounds described above, the candidate or member(s) of the committee are encouraged to confer with the Dean of Faculty or a member of the Review Committee.

There are three ways that requests for review can be initiated:

- (1) Should the candidate or member(s) of the committee allege that a violation of the NDAP has taken place, a letter will be submitted to the Director of Equal Opportunity or their designee stating the grounds for appeal. The Director of Equal Opportunity or their designee will conduct a factual review of the claim within 45 days, involving a trained internal or external investigator, as necessary, and provide the results of that review to the President, the Dean of Faculty, and Committee Advisory to the President (CAP). In addition, the Director of Equal Opportunity or their designee will summarize the findings in a letter to the candidate or member(s) of the committee. This summary will withhold confidential information (e.g. the identity of the external reviewers). During this review the candidate or member(s) of the committee may choose to confer with members of the Review Committee or the Vice President, Equal Opportunity, Accessibility, and Title IX. If the review determines that discrimination has occurred the CAP will then review the case in the light of the new findings.
- (2) Should the candidate or member(s) of the committee allege that a violation of academic freedom has taken place, a letter will be submitted to the RC stating the grounds for appeal. The RC will examine the case and within 45 days determine whether the case should be forwarded to CAFR. If the RC forwards the case to the CAFR, the CAFR will conduct a review of the case in accordance with the "Agreement Concerning Academic Freedom, Tenure, and Responsibility" as indicated in the OGFDC and forward its report to the President, the Dean of Faculty, and the CAP. In addition, the CAFR will summarize its findings in a letter to the candidate or member(s) of the committee. This summary will withhold confidential information (e.g. the identity of the external reviewers). If the CAFR determines that there was a violation of academic freedom the CAP will then review the case in light of the CAFR report.
- (3) Should the candidate or member(s) of the committee allege that procedural errors that could reasonably have affected the decision were made in the determination of the case, a letter will be submitted to the RC stating the grounds for appeal. The RC will conduct an investigation within 45 days and report its findings to the President, the Dean of Faculty, and the CAP. In addition, the RC will summarize its findings in a letter to the candidate or member(s) of the committee. This summary will withhold confidential information (e.g. the identity of the external reviewers). If the RC determines there was procedural error that could reasonably have affected the decision then the CAP will review the case in light of the RC report.

In its review, the RC may find that further review is warranted for reasons pertinent to non-discrimination or academic freedom. In this case the RC will forward the case to the Director of Equal Opportunity or their designee (in cases involving possible discrimination) or the CAFR (in cases involving possible violation of academic freedom), who or which shall follow the procedures outlined above in sections (1) and (2), respectively.

If the CAP reviews a case in any of the three situations described above, it will determine within 45 days whether or not its original recommendation should be changed. The CAP will then report its conclusions to the President. Based on this report and the report from the Director of Equal Opportunity or their designee, CAFR, and/or the Review Committee (as appropriate), the President



will decide whether to recommend tenure or promotion to the Board of Trustees, or will make the final decision in the case of reappointment of an assistant professor.

Days during the summer term are not counted towards the 45 day limits given above. For good cause, the 45-day limits set forth above may be extended by the Director of Equal Opportunity or their designee, the RC, or the CAP, as the case may be.

In reviewing a case, the Director of Equal Opportunity or their designee, the CAFR, and the RC will seek to maintain confidentiality to the maximum extent possible, consistent with obtaining information that is relevant to the case. The written request for appeal and other documents relating to an appeal under this procedure will form part of the faculty member's reappointment / tenure / promotion file but will not be placed in a general personnel file.

The Dean of the Faculty will report annually to the COP on the number of appeals made, the grounds upon which the appeals were made, the number of cases that the CAP reconsidered, and the number of times that the initial CAP decision was changed. No details of the individual cases will be provided.