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ABSTRACT

The July 1974 edition of this handbook is published in two volumes: (1) concerning the faculty of the university, and (2) consisting of appendices. Part 1 covers the general purpose of the university, faculty role with respect to the university purpose, faculty policies and practices, governance, faculty benefits and services, business procedures, academic and administrative policies and procedures, and librarians. Specific details are given on appointments, promotion, faculty evaluation, goal setting and counseling, termination, leaves, compensation for research and consultation, fringe benefits, degree requirements, grading, and academic standards. The appendices provide information on the university senate, faculty organization and committees, election of chairmen, academic freedom and tenure, disciplinary procedures, policy on research, guidelines on political activity, and administrative organization. (LBH)

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Faculty Handbook

BUCKNELL UNIVERSITY



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July 1, 1974

**Part I includes The Faculty
of the University**

**Part II, which includes Appendices
to The Handbook, is printed
separately**

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Part One

The Faculty of the University

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I. GENERAL PURPOSE OF BUCKNELL UNIVERSITY

Bucknell University has a religious heritage, a tradition of religious tolerance. The Charter states, "No religious sentiments are to be accounted a disability to hinder the election of an individual to any office among the teachers of the institution, or to debar persons from admittance as pupils, or in any manner abridge their privileges or immunities as students, in any department of the University."

In the light of this tradition, Bucknell University is committed to provide the means and opportunity for the intellectual development of students of qualified preparation and character to the end that they may become mature and responsible members of society.

Bucknell endeavors to impart to the student the principles of inherited knowledge and culture and to bring the student to an awareness of his own talent. As a center of independent thought, Bucknell is dedicated to the cause of free and responsible inquiry and to seeking the truth wherever it may be found.

Teaching

Teaching is the principal activity in which the Faculty of the University is engaged. All of the other activities of the professional staff of the University are means to achieve that end. The main object of undergraduate education at Bucknell is to set the conditions in which the student is to become freed of rigid, external authority and to develop dynamic, internal authority in those matters that it most concerns the student to know. Learning, conceived in this way, may be, for the individual student, either an end in itself or part of a continuing pattern of study which encompasses professional education as well. Typically, learning extends beyond the classroom and includes other students and teachers. There is, of course, no formula which will generate excellence in teaching, but such is the demand for it and such is its power that its presence is felt throughout the university community.

Scholarship

Faculty scholarship at Bucknell is considered an essential part of teaching, for it is a demonstration of the teacher's ability to work as a student of a subject, advancing it through originality and vision and offering the results to one's peers for their judgment and enlightenment. Scholarship includes research, invention, critical investigation, public performance, and artistic creation. Its essential quality is its public character, which enables the teacher-scholar to contribute to the development of his or her subject and which allows the opportunity for the contribution to be judged so that professional growth of the individual continues. In this sense, the quality of a teacher's scholarship is an index of the individual's ability to learn.

Service to the University Community

Because the Faculty plays a key role in the governance of the University and in the establishing of University policies, service on university, faculty, and departmental committees and on the Senate is a significant responsibility of members of the Faculty. Professional assistance to colleagues in other disciplines and to administrative staff also is an important form of service to the University community.

II. THE FACULTY -- WITH RESPECT TO THE UNIVERSITY'S PURPOSE.

A. Composition of the Faculty

The Faculty of Bucknell University is composed of the President, the Provost, the academic deans, and of those who are ranked as professors, associate professors, assistant professors, and instructors who devote at least one-half of their services in the University to the instruction of students in regularly scheduled classes and laboratories. Members of the University Faculty are also members of the Faculties of the colleges of which their departments are a part.

The status of Faculty members with respect to University and College governance will be found in Section IV.

B. Authority of the Faculty

The principal function of the Faculty is to offer instruction in the various disciplines of learning and, to implement this function, the Faculty has the following powers, subject to review by the President and the Trustees:

1. To recommend qualified students for appropriate degrees to be granted by the University. (Bucknell University Charter, Article IV.)
2. To organize curricula and specific courses of instruction, to propose changes in the total curriculum, and to recommend to the administration and to the Trustees the adoption of rules, regulations, and improvements in the academic program.
3. To enforce the rules and regulations adopted by the Trustees for the instruction and government of the students. (Bucknell University Charter, Article IV.)
4. To choose officers, select standing and special committees, to propose and adopt rules and regulations for its own government, and to create the necessary organization for the efficient transaction of business.

Although a function of the Senate is to engage in general planning of the University's goals and policies for both intermediate and long-range purposes, no Senate recommendation concerning the formal program of instruction shall be implemented over the objection of a majority of the Faculty. Also, Senate involvement in decisions regarding the portion of the University's budget allocated to the formal program of instruction shall be limited to recommendations to the University Faculty; no Senate recommendation of that portion of the budget shall be implemented over the objection of a majority of the Faculty.

C. Rights of the Faculty

1. Academic Freedom

"a. The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

"b. The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

"c. The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman."¹

2. Professional Growth and Development

Professional growth and development are personal matters which originate within the individual faculty member. However, in the quest for such growth, the faculty member has the right to expect certain conditions to be met by Bucknell.

¹1940 Statement of Principles on Academic Freedom and Tenure, American Association of University Professors.

Paramount to professional growth is a willingness to take risks -- to experiment. Bucknell supports such experimentation when it is related to the basic purposes of the University and is in keeping with its regulations. Within this framework, the faculty member will be encouraged to take risks, and the failure of any one experiment will be judged in the light of the person's long-range objectives. Encouragement of such experimentation may include financial support when appropriate.

A second condition for professional growth and development which requires institutional support involves positive counseling and evaluation. Each faculty member has the right to know the extent to which his or her goals for professional growth are congruent with the general purpose of the University. Assistance will also be given in formulating goals which best match the needs, talents, and aspirations of that faculty member and in finding a place where such personal goals can be best obtained.

3. Collegiality

Bucknell is committed to the collegial form of decision making. The Faculty has the obligation to formulate educational policy; to accomplish this end it will be given the information it needs for such decision making.

4. Fair and Equal Treatment

All persons are entitled to equal employment opportunity without regard to race, color, creed, age, sex, or national origin and this shall extend to recruiting, hiring, promotions, layoffs, demotions, terminations, fringe benefits, use of University facilities by employees, and treatment as individuals.²

²The University's Affirmative Action Plan is available in each departmental office as part of the Affirmative Action Program.

The relationships among colleagues and of colleagues with the institution shall be based upon the principles of due process and include a reasonable degree of confidentiality.

5. Eligibility for Leaves, Grants, Committee Service, and Governance

Only the ranked Faculty (see II A) is eligible for sabbatical leaves, educational leaves, leaves of absence, University research grants, voting in College and University Faculty meetings, service on Faculty and University standing committees.³

D. Responsibilities⁴

1. "The professor, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognizes the special responsibilities placed upon him. His primary responsibility to his subject is to seek and to state the truth as he sees it. To this end he devotes his energies to developing and improving his scholarly competence. He accepts the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. He practices intellectual honesty. Although he may follow subsidiary interests, these interests must never seriously hamper or compromise his freedom of inquiry." (See Section I, General Purpose; III D, Evaluation; and III E, Goal Setting.)
2. "As a teacher, the professor encourages the free pursuit of learning in his students. He holds before them the best scholarly standards of his discipline. He demonstrates respect for the student as an individual, and adheres to his proper role as

³See IV B and Appendix B for details on Faculty governance.

⁴The quotations are taken from the 1966 Statement on Professional Ethics of the American Association of University Professors.

intellectual guide and counselor. He makes every reasonable effort to foster honest academic conduct and to assure that his evaluation of students reflects their true merit. He respects the confidential nature of the relationship between professor and student. He avoids any exploitation of students for his private advantage and acknowledges significant assistance from them. He protects their academic freedom." (The Faculty and the Board of Trustees have approved the AAUP statement on The Rights and Responsibilities of Students, a copy of which will be found in each departmental office.)

3. "As a colleague, the professor has obligations that derive from common membership in the community of scholars. He respects and defends the free inquiry of his associates. In the exchange of criticism and ideas he shows due respect for the opinions of others. He acknowledges his academic debts and strives to be objective in his professional judgment of colleagues. He accepts his share of faculty responsibilities for the governance of his institution." (See Section I, General Purpose of the University; II C. (3), Collegiality; III D, Evaluation; and Appendix I, Statement on Personal Conduct, Disciplinary Procedures, Rights, and Censures Relating to Violation of University Conduct Regulations by Members of the Faculty and Administration, a copy of which is available in each departmental office.)
4. "As a member of his institution, the professor seeks above all to be an effective teacher and scholar. Although he observes the stated regulations of the institution, provided they do not contravene academic freedom, he maintains his right to criticize and seek revision. He determines the amount and character of the work he does outside his institution with due regard to his paramount responsibilities within it. When considering the interruption or termination of his service, he recognizes the effect of his decision upon the program of the

institution and gives due notice of his intentions." (See Section I, General Purpose of the University; II C, Rights of the Faculty; III B, Notification; III D, Evaluation; III E, Goal Setting and Counseling; and the University statements of policy on faculty research, Appendix J.)

5. "As a member of his community, the professor has the rights and obligations of any citizen. He measures the urgency of these obligations in the light of his responsibilities to his subject, to his students, to his profession, and to his institution. When he speaks or acts as a private person he avoids creating the impression that he speaks or acts for his college or university. As a citizen engaged in a profession that depends upon freedom for its health and integrity, the professor has a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom." (See Section I, General Purpose of the University, and II-C, Rights of the Faculty.)

III. FACULTY POLICIES AND PRACTICES⁵

A. Types of Appointments

The ranked Faculty is:

Instructor - At the time of appointment, an instructor shall give promise of excellence in teaching and scholarship. Normally, an instructor shall have a master's degree or its equivalent.

Assistant Professor - At the time of appointment to the rank of assistant professor, the person normally shall hold the doctorate or its equivalent and he or she shall have demonstrated promise in teaching and/or scholarship.

⁵These policies are applicable to those who are contractual members of the Faculty rather than to those who participate in the activities of the Faculty for purposes of governance. (See Section II A, Composition of the Faculty.)

Associate Professor - At the time of appointment to the rank of associate professor, the person usually shall hold the doctorate or its equivalent and shall have had successful experience in teaching and in scholarship.

Professor - At the time of appointment to the rank of professor, the person usually shall hold the doctorate or its equivalent and shall have had continued success in teaching and in scholarship.

Initial appointment to the rank of instructor, assistant professor, or associate professor carries with it no assumption that the incumbent faculty member will be promoted, nor does reappointment to one of these ranks imply any subsequent appointment at a higher rank.

The non-ranked Faculty is:⁶

Lecturer - Appointments of lecturers are made to meet a special need of a department or program. Such persons render temporary service to the University; the service of a lecturer is not expected to be continuous for more than three years.

Other Titles - The three professorial ranks may be modified upon occasion by the qualifier "visiting" or "adjunct."

The designation of "visiting" will be restricted to a member of the staff who renders full-time instruction to the University for a period of not more than two years and whose academic qualifications are of a level which would warrant a continuing appointment to the Faculty were an appropriate one available. Further, this rank shall be used only for persons who have had successful teaching or other professional experience elsewhere.

The qualifier "adjunct" will be restricted to a member of the staff who renders part-time instruction to the University and whose primary professional responsibilities are met in another, non-university setting, such as a public school, conservatory, government agency, medical center,

⁶See II C (5).

industry, consulting company, research center; or who is a self-employed professional.

Appointments to the Faculty are full-time or part-time, non-tenured or tenured. Full-time appointments involve teaching at least three courses each semester, or equivalent released time from teaching for academic administration or scholarship, with all such activities funded by monies under the control of the University. Non-tenured appointments are either temporary or provisional.

Temporary appointments are for not more than two years with no expectation of renewal, promotion, or tenure; such appointments typically are for replacements of faculty members on leave, for temporary expansion or enrichment of a program, for appointments within a program to a designated "rotating position," or for the purpose of meeting emergencies such as late resignations or disability.

Provisional appointments provide an opportunity for the University to gauge the qualifications of a person for a long-term position on the Faculty and for the faculty member to assess the expectations of the University for her or him. Provisional appointments are normally for two-year periods, though they may be for other specified terms. They may be renewed for a total of not more than seven years, by which time a recommendation on the granting of tenure will be made. All faculty members on provisional appointments will be informed in writing of all matters concerning their eligibility for tenure at the time their contracts are renewed. Provisional appointments may be made at any rank. For Instructors and Assistant Professors on provisional appointment, the total probationary period will be not more than seven years; for Associate Professors, not more than four years, for Professors, not more than three years. Included within the

7This period of seven years may be extended by the University, in exceptional cases, for no more than three additional years. Examples of exceptional cases are: (a) Illness reduces opportunity for scholarship for a year or two, (b) Dissertation delayed by such factors as heavy teaching load, illness, unforeseen circumstances associated with its approval, (c) Completion of scholarly works in progress, (d) Departmental goals and programs have shifted

period of provisional appointment is full-time service in a professional capacity at Bucknell or elsewhere subject to the proviso that credit of up to three years may be given for prior professional service even though the total period of provisional appointment is extended beyond seven years.^{8, 9}

Promotion to the rank of Associate Professor and the granting of tenure normally coincide.

A member of the Faculty who holds an appointment with continuous tenure will assume a responsibility for the welfare of the University commensurate with the confidence that has been shown in him. An appointment with continuous tenure may be terminated by the University only for cause, including disability, or for financial exigency.¹⁰

Normally, recommendations concerning reappointment and the granting of tenure originate with the department and are made to the Office of the President.¹¹ The final authority

significantly and additional time is required for faculty development. The faculty member and the department in question must give consent and the University Committee on Academic Freedom and Tenure must review the terms of the extension. The composition and functions of this Committee are described in Appendix B.

⁸Policies concerning academic freedom and tenure, professional responsibilities, and due process are based on AAUP recommendations. See Appendices D, E, F, and G.

⁹These provisions will not be retroactive; some of them will require a grace period of three years from time of adoption before they are in effect. Adoption shall occur on that date that the Faculty and the Board of Trustees adopt these provisions.

¹⁰See Section III F, Termination of Appointments.

¹¹The Office of the President, in this instance, includes, among others, the academic dean, the Provost, the President, and the Board of Trustees, normally in that order.

to grant appointments, promotions, and tenure rests with the Board of Trustees. Faculty members are responsible for providing their department chairmen with up-to-date information concerning their professional activities, as such information is an essential part of the evaluation of faculty.

The terms and conditions of every appointment to the Faculty shall be stated in writing, and a copy of the statement of appointment shall be supplied to the appointee and to the chairman of his or her department. Any subsequent modification of the conditions of the appointment shall be confirmed in writing, and copies shall be given to the faculty member and the departmental chairman.

Contracts for first appointments are issued to faculty members by the University throughout the year as need arises. Contracts for appointment renewal normally are issued on or before March 1 preceding the academic year(s) for which the contract is offered.

Faculty members are expected to be available to the University during the entire period of the contract except for official holidays and vacations. The academic year is defined as that period commencing with orientation and registration of freshmen, normally about September 1, through Commencement, normally the first week of June.

B. Reappointment, Non-reappointment, and Notification

Each instructional department has a committee responsible for recommendations for reappointment and tenure. The form of each departmental committee on reappointment and tenure¹² has been determined by the individual department and reviewed by the University Committee on Academic Freedom and Tenure and the Office of the President. The chairman of the department is responsible for convening the committee at intervals appropriate to its calling and for conveying its recommendations to the Office of the President. Should the chairman and the committee not concur, both the committee's and the chairman's recommendations are conveyed.

¹²Each department of instruction has available a description of its committee.

Each October, prior to the annual evaluation of faculty, the chairman shall invite the provisional appointees to discuss with the chairman their standing in regard to the recommendations the chairman intends to make concerning reappointment and tenure. If the recommendation is to be non-reappointment, the chairman will have discussed the provisional appointee's standing (a) with the departmental committee, (b) with the provisional appointee, and (c) with the provisional appointee and the committee together prior to the annual review with the dean and Provost. At the request of the provisional appointee, the chairman must provide a written statement describing the provisional appointee's standing (the statement to include evaluation of the individual's scholarship, teaching, and contribution to the University community) to both the Office of the President and the appointee. It is the responsibility of the Office of the President and the provisional appointee to retain this evaluation should it be required by the Committee on Academic Freedom and Tenure.

When a provisional appointee's notification of terminal contract is referred to the University Committee on Academic Freedom and Tenure, the Committee shall be limited to ascertaining whether the procedures described were completed; i.e.,

Whether the department's committee did take part in the decision;

Whether the committee did request and consider information systematically;

Whether the committee, chairman, or Office of the President used irrelevant criteria in reaching a decision.

Visiting, part-time, lecturer, and adjunct appointments carry no expectation of tenure. Nonrenewal of these appointments are not reviewed by the Committee on Academic Freedom and Tenure unless the individual concerned establishes that nonrenewal of his appointment involves a violation of his academic freedom.

Written notification of non-reappointment of a full-time member of the Faculty (not involving tenure), following one year or more of contracted service shall be given by the University as follows:

1. By March 1 of the first academic year of service if the appointment expires at the end of that year; or if a one-year appointment terminates during the academic year, at least three months in advance of its termination.
2. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
3. At least twelve months before the expiration of an appointment after two or more years of full-time service in the institution.
4. It is understood that expiration of appointment at the end of a year will be interpreted to mean the end of the academic year.

A faculty member may terminate his appointment effective at the end of an academic year, provided that he gives notice in writing at the earliest possible opportunity, but not later than May 1, or thirty days after receiving notification of the terms of his appointment for the coming year, whichever date occurs later. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he would otherwise be denied substantial professional advancement or other opportunity.¹³

C. Promotion

Any of the actions related to promotions may be initiated by the Office of the President; however, recommendations usually are made by the chairman of the department of instruction concerned. All recommendations for promotions must have the approval of the Office of the President.

¹³AAUP, 1968 Recommended Institutional Regulations on Academic Freedom and Tenure...

Recommendations for promotion shall be based upon the general purpose of the University (see p. 1) and those qualifications stated in Section III D on evaluation.

At any time, members of the Faculty may confer with the chairmen of their departments and with the academic dean regarding promotion and may request and will receive a statement in writing regarding all matters related to their promotion.

The quality of the faculty member's contribution to teaching, scholarship, and the academic community is to be the primary basis for promotion; thus, changes in rank shall not be decided solely by years of service or degrees held.

D. Evaluation of the Faculty

The evaluation of faculty serves to relate the professional development of the individual faculty member to the institution's evolving purpose. The focus of evaluation goes beyond determining annual salary increases, promotions, and other rewards to encouraging continued faculty development. Evaluation is understood and implemented as a continuing process that goes on throughout the academic year, and throughout a faculty member's career, to provide both guidance for the individual and continuing improvement of the educational program. This is the continuing responsibility of the individual faculty member, colleagues (including the department chairman and the members of the departmental committee on reappointment and tenure), and the Office of the President.

All faculty members regardless of their rank, discipline or area of specialization are expected to maintain a high level of achievement in teaching, scholarship, and service to the University community. (These activities have been defined in Section I) It is important to stress, however, that each of these areas can involve a variety of activities and that Bucknell respects and encourages such diversity.

Effective teaching may take a variety of forms: lectures, seminars, informal conversations, laboratories, field work, and student participation in scholarly work with the Faculty. Some teachers make a signal contribution by creating an environment in which students learn from each other.

It has already been noted that excellence in teaching extends beyond the confines of the classroom. Planning the syllabus for a new course; the regular preparations for that course; the preparation and grading of examinations, papers, and laboratory experiments; and advising are critical parts of the process of teaching.

Teaching involves not only students -- it includes one's colleagues. The evaluation of teaching takes all of these activities into consideration: the critical focus is not as much on what the teacher does but on its effects on the learner.

The form of scholarship varies with the discipline and the reference group which reacts to it critically. Scholarship is a book, a script, a poem, a journal article; it is a documentary film, a piece of sculpture, a painting; it is a public performance; it is an oral presentation before a learned society; and, it is an invention or other creative act. The reference group for scholarship will range from an informed audience for a public performance to the subscribers of a professional journal in which a piece of research is reported. When the scholarship involves original material for a course or an innovation in teaching, the appropriate reference group will include students.

Service to the University community includes participation in governance, consultation with colleagues, initiation of projects which are extra-instructional in nature, participation in such University programs as Admissions, University Relations, Commencement, Convocation, and other supplementary activities.

Since the criteria for judging faculty performance -- whether for purposes of professional self-development, or for promotion, tenure, or reappointment -- will vary from department to department, depending on the factors mentioned above, the criteria themselves originate with the individual departmental committees on reappointment and tenure. It is the responsibility of each faculty member to obtain the department's statement of criteria and to attempt to understand fully what the department's professional expectations are. All departmental statements of criteria must be reviewed by the Committee on Academic Freedom and Tenure and by the Office of the President in an attempt to preserve a

balance between the faculty member's rights of due process and the University's responsibility to build the finest faculty it can.

Evaluation of members of the Faculty also plays an important role in establishing salary levels; merit increments are to be related to departmental criteria.

The University has the responsibility to make its expectations of each faculty member known to the individual. It has then further responsibility and the right to evaluate that faculty member against those expectations. Student judgment will be an integral part of the University's concern for professional development.

The faculty member, in response to the University's expectations, is expected to participate in and contribute to the process (a) by supplying pertinent information from colleagues through such means as classroom visit, participation in team teaching and review of course syllabi and (b) by eliciting student reaction and judgment.

E. Goal Setting and Counseling

Bucknell recognizes and wishes to encourage the development of a diverse community of highly competent teacher-scholars, yet it must insure that the goals of individual faculty members have some congruence to the goals of the institution. The continuing tension which is created between diversity on the one hand and shared goals on the other is in itself creative for institutional development and must be preserved. Collapsing this tension in either direction would seriously harm both the institution and the individual.

The conditions for high productivity may be broadly defined by those processes and standards related to selection, development, evaluation, promotion, and reward systems, each of which has as its primary objectives the enhancement of the effectiveness of each member of the staff. Bucknell wishes to focus its primary attention on those matters related to maintaining and enhancing the competence of its professional staff.

One's colleagues, including the department chairman and those administrators associated with the Office of the President, play a critical role in counseling faculty members in the formulation and achievement of their professional goals. There are several basic steps for successful goal setting and counseling: First, each department is to determine its goals in writing and the goals are to be used when evaluating members of the department. As the goals continue to evolve, the Office of the President will counsel the department on the extent to which the department goals are congruent to those of the University. Further, members of that department will be informed of these goals and help will be given in determining the extent to which the faculty member's plans for professional development are congruent with the goals of the department. It is recognized, too, that the goals of the faculty member will change with career development.

Within this framework, an individual faculty member may develop professional goals which might be valued more highly at Bucknell than at other institutions. In cases where the faculty member's goals do not appear to be highly valued by Bucknell, the risks of such development should be clearly understood by the faculty member. In either case, the Office of the President and the department chairman play a critical role in such counseling.

F. Termination of Appointments by the Institution¹⁴

1. Termination of an appointment with continuous tenure, or of a special or probationary appointment before the end of the specified term, may be effected by the institution only for adequate cause.
2. Adequate cause for a dismissal will be related, directly and substantially, to the fitness of the faculty member's professional capacity as a teacher and researcher. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or other rights accorded American citizens.

¹⁴Based on recommendations of AAUP.

3. Preliminary proceedings: When reason arises to question the fitness of a faculty member who has tenure or whose term of appointment has not expired, the department chairman, the departmental committee on reappointment and tenure, and the Office of the President will discuss the matter with the individual in personal conference. The matter may be terminated by mutual consent at any point; but if an adjustment does not result, the matter will be referred to the University Committee on Academic Freedom and Tenure, which will appoint an ad hoc committee charged with the function of rendering confidential advice; the ad hoc committee will informally inquire into the situation to effect an adjustment if possible and, if none is effected, will determine whether in its view formal proceedings to consider dismissal should be instituted. If the committee recommends that such proceedings should be begun, or if the Office of the President, even after considering a recommendation of the committee favorable to the faculty member, expresses conviction that a proceeding should be undertaken, action will be commenced under the procedures which follow. Except where there is disagreement, a statement with reasonable particularity of the grounds proposed for the dismissal will then be jointly formulated by the Office of the President and the ad hoc committee; if there is disagreement, the Office of the President will formulate the statement.
4. Commencement of formal proceedings: The formal proceedings will be commenced by a communication addressed to the faculty member by the Office of the President, informing the faculty member of the statement formulated, and informing him or her that, if he or she so requests, a hearing to determine whether the faculty member should be removed from his or her faculty position on the grounds stated will be conducted by a faculty committee at a specified time and place. In setting the date of the hearing, sufficient time will be allowed the faculty member to prepare a defense. The faculty member will be informed, in detail or by reference to these regulations, of the procedural rights that

will be accorded. The faculty member should state in reply whether he or she wishes a hearing and, if so, should answer in writing, not less than one week before the date set for the hearing, the statements in the letter from the Office of the President.

5. Suspension of the faculty member: Suspension of the faculty member during the proceedings involving him or her is justified only if immediate harm to the individual or others is threatened by continuance. Unless legal considerations forbid, any such suspension will be with pay.
6. Hearing committee: The University Committee on Academic Freedom and Tenure will appoint a hearing committee to be composed of faculty members not previously concerned with the case. The choice of members of the hearing committee will be on the basis of their objectivity and competence and of the regard in which they are held in the academic community. The committee will elect its own chairman.
7. Committee proceeding: The committee will proceed by considering the statement of grounds for dismissal already formulated and the faculty member's response written before the time of the hearing. If the faculty member has not requested a hearing, the committee will consider the case on the basis of the obtainable information and decide whether he or she should be removed; otherwise the hearing will go forward. The committee, in consultation with the Office of the President and the faculty member, will exercise its judgment as to whether the hearing should be public or private. If any facts are in dispute, the testimony of witnesses and other evidence concerning the matter set forth in the letter from the Office of the President to the faculty member will be received.

The Office of the President will have the option of attendance during the hearing. The Office of the President may designate an appropriate representative to assist in developing the case; but the committee will determine the order

of proof, will normally conduct the questioning of witnesses, and, if necessary, will secure the presentation of evidence important to the case.

The faculty member will have the option of assistance by counsel, whose functions should be similar to those of the representative chosen by the Office of the President. The faculty member will have the aid of the committee, when needed, in securing the attendance of witnesses. The faculty member or counsel and the representative designated by the Office of the President, will have the right, within reasonable limits, to question all witnesses who testify orally. The faculty member will have the opportunity to be confronted by all adverse witnesses. Where unusual and urgent reasons move the hearing committee to withhold this right, or where the witness cannot appear, the identity of the witness, as well as his or her statements, will nevertheless be disclosed to the faculty member. Subject to these safeguards, statements may when necessary be taken outside the hearing and reported to it. All of the evidence will be duly recorded. Unless special circumstances warrant, it will not be necessary to follow formal rules of court procedure.

8. Consideration by hearing committee: The committee will reach its decision in conference, on the basis of the hearing. Before doing so, it should give opportunity to the faculty member or counsel and the representative designated by the Office of the President to argue orally before it. If written briefs would be helpful, the committee may request them. The committee may proceed to decision promptly, without having the record of the hearing transcribed, where it feels that a just decision can be reached by this means; or it may await the availability of a transcript of the hearing if its decision would be aided thereby. It should make explicit findings with respect to each of the grounds of removal presented, and a reasoned opinion may be desirable. Publicity concerning the committee's decision may properly be withheld until consideration has been given to the case by the

Board of Trustees. The Office of the President and the faculty member will be notified of the decision in writing and will be given a copy of the record of the hearing. Any release to the public will be made through the Office of the President.

9. Consideration by the Board of Trustees: The Office of the President will transmit to the Board of Trustees the full report of the hearing committee, stating its action. If the Board chooses to review the case, its review will be based on the record of the previous hearing, accompanied by opportunity for argument, oral or written or both, by the principals at the hearing or their representatives. The decision of the hearing committee will either be sustained or the proceeding be returned to the committee with objections specified. In such a case the committee will reconsider, taking account of the stated objections and receiving new evidence if necessary. It will frame its decision and communicate it in the same manner, as before. Only after study of the committee's reconsideration will the Board make a final decision overruling the committee.
10. Publicity: Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements about the case by either the faculty member or administrative officers will be avoided so far as possible until the proceedings have been completed. Announcement of the final decision will include a statement of the hearing committee's original action, if this has not previously been made known.
11. Financial exigency: Where termination of any appointment is based upon financial exigency, or bona fide discontinuance of a program or department of instruction, dismissal procedures will not apply, but faculty members shall be able to have the issues reviewed by the faculty, or by the faculty's grievance committee, with ultimate review of all con-

troverted issues by the governing board.¹⁵ In every case of financial exigency or discontinuance of a program or department of instruction, the faculty member concerned will be given notice as soon as possible, and never less than 12 months' notice, or in lieu thereof he or she will be given severance salary for 12 months. Before terminating an appointment because of the abandonment of a program or department of instruction, the institution will make every effort to place affected faculty members in other suitable positions. If any appointment is terminated before the end of the period of appointment, because of financial exigency, or because of the discontinuance of a program of instruction, the released faculty member's place will not be filled by a replacement within a period of four years, unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline it.

12. Medical: Termination of any appointment for medical reasons will be based upon clear and convincing medical evidence. The decision to terminate a contract for medical reasons will follow from an attempt to resolve, when possible, professional disability by counseling or other means. If the faculty member so requests, the medical evidence leading to termination will be reviewed by the Faculty Committee on Academic Freedom and Tenure before a final decision is made by the Board of Trustees on the recommendation of the Office of the President.

¹⁵Budget priorities are recommended by the Committee on Academic Programs and Resources (Faculty) and the Committee on General Programs and Resources (Senate) to the Office of the President following approval of their parent bodies. (The Vice President for Administration and Finance receives the recommendations in the Office of the President.)

G. Leaves

The main purpose of the leave policy is to improve the professional competence of the Bucknell faculty and thereby the instructional program of the University. This policy statement has been written with these objectives in mind.

1. Sabbatical leaves of absence are granted to members of the Faculty according to provisions set forth in the following paragraphs:
 - a. A faculty member above the rank of instructor who has served the University for six years is eligible to apply for a sabbatical. The years of service do not have to be consecutive; one who receives a fellowship, or takes a leave to do work elsewhere loses only the time he is away from campus. A faculty member is eligible to apply for a sabbatical leave after every six-year period of service.
 - b. Sabbatical leaves carry a stipend of one-half salary for the academic year, or full salary for one semester. The recipient of a sabbatical shall agree to return to the University to teach for one academic year or return to the University the compensation received during the sabbatical. In case of physical inability to teach for one academic year following a sabbatical leave or other exceptional circumstances, the requirement to return compensation may be waived upon recommendation by the Provost with the approval of the President and the Board of Trustees.
 - c. The applicant for a sabbatical leave shall submit a concise account of his previous scholarly achievement and a statement of his proposed sabbatical program to the Provost through the chairman of his department and the dean for referral to the Committee on Scholarly Development, comprised of nine faculty members including at least two from each college and elected by the faculty. The Committee will then forward its recommendations through the

Academic Deans to the Provost, President, and Board of Trustees. To facilitate financial planning and the recruitment of replacement faculty, applications for sabbatical leaves must be forwarded to the Provost not later than October 15 of the year prior to the academic year of the desired leave.

- d. Normally, the University will provide fourteen sabbatical leaves and when conditions permit, additional sabbaticals may be approved at the discretion of the President and the Provost. Sabbatical leaves will be announced not later than December 30 of the year prior to the tenure of the desired leave.
- e. A brief written report shall be submitted to the Provost within two months after the end of the leave.
- f. Because of the importance of scholarship and research to teaching, the University considers research projects, post-doctoral study, and travel which is related directly to one's profession legitimate activities during a sabbatical leave. Since the University is unable to provide full salary for an academic-year leave and since full-year leaves are encouraged, faculty members are urged to secure external funds to supplement the one-half salary which is granted for an academic year's leave. Another paid position may be accepted during the sabbatical period if it enables the faculty member to spend a full year on leave without detracting from the program of study or research approved by the University. If another position is accepted as a means of attaining the goals of the sabbatical proposal, the remuneration from it may not exceed one-half of the person's University salary, excluding the expenses of travel to his source of temporary employment. Approval of the President is required before accepting another paid position as a means of carrying out one's sabbatical program.

2. Special leaves of absence without salary are encouraged where it is demonstrated that they will contribute to the academic growth of the individual and the University, provided that advance notice is given to the department chairman and to the Provost so that an adequate replacement may be appointed.
3. Graduate study leaves for a year with half-salary or for one semester with full salary may be granted to teachers working toward advanced degrees. To be eligible for such a study leave the candidate shall have obtained the recommendation of the chairman of his department, and shall have served the University for at least two years. His request must be approved by the Provost, and he shall sign a contract to return to the University to teach for one full academic year. If he fails to return and teach one full year, he shall reimburse the University in full.
4. In unusual circumstances sick leaves may be recommended to the Board of Trustees by the Provost with the approval of the President.

H. Compensation for Research and Consultation

A faculty member is employed full time during the academic year from early September to early June to meet certain primary obligations, the most important of which is instruction. Research, scholarship, and consultation which is related to the primary obligation of instruction and which does not interfere with or detract from instruction is encouraged. During that portion of the year when a faculty member is employed full time by the University, which includes time set aside for the January Program, extra compensation from grants¹⁶ (other than from federal research grants) or fees for services (other than from federal research grants) are permitted, provided that the time does not exceed one day per week on the average and that the work

¹⁶All federal grants are subject to the regulations set forth in Bureau of the Budget Circular A21 which states that "extra compensation above the base salary for work on Government research...would be unallowable."

is supportive of the faculty member's teaching and specialization. Each faculty member is expected to keep the chairman of his department and the Provost informed of any work which might qualify under this paragraph and, as a general practice, to discuss such work with his department chairman in advance of accepting it. Failure to meet with classes in order to undertake research or consultation can be approved only under unusual circumstances. (Occasional or infrequent consultation, that which occurs one day or less per month, would not seem to require any report to a chairman or the Provost.)

With the approval of the departmental chairman and the Provost, a faculty member may engage in sponsored research or consultation during the academic year not to exceed one-half time¹⁷ providing that the grant for the project on which he works reimburses the University in an amount approximately equal to the proportion of his time devoted to the project. To the extent that any portion of a faculty member's salary is charged to a federal grant, time and effort reports are to be maintained and other regulations such as those contained in Circular A21 are to be observed.

During the summer, members of the Faculty may receive up to two-ninths of their salary for the academic year as compensation for participation in any summer program for which the funds are administered by the University. Summer School, grants which are paid to the University from any agency or foundation, grants awarded by the Committee on Scholarly Development, and programs of the Institute for Regional Affairs are subject to this policy. Requests for an exception to this policy shall be made of the Provost by the member of the Faculty concerned before a commitment of services is made.

IV. GOVERNANCE

A. University

The University Senate is the single body that is representative of the major groups of the University community

¹⁷Requests for release from more than one-half time teaching must be approved in advance by the Board of Trustees.

(faculty, students, and administration) which investigates, considers, and determines policies subject to the approval of the Office of the President and the Board of Trustees on matters within its competence which it deems of common concern to the University community. The Constitution of the Senate, which defines functions, composition, elections, officers, meetings, and committees, will be found in Appendix A.

Of the 34 members of the Senate, the Faculty elects 17 with two being elected from each College and the others elected at large. There are 10 student members and 7 administration representatives.

B. Faculty Meetings

The corporate business of the Faculty is transacted in regular monthly and special meetings. All members of the Faculty are expected to attend such regular and special University Faculty meetings, which are public. In accord with established practice, certain members of the University administration are invited to attend all regular meetings of the University Faculty, with the right to speak. In September of each academic year, a list of persons so designated will be prepared by the Provost with the approval of the Chairman of the Faculty. Designated students are invited to sit with the Faculty also. Only voting members of the Faculty are eligible to present motions.

The officers of the University Faculty are the Chairman and the Secretary, who are elected every four years.

The present organization of the Bucknell Faculty and its committees is in Appendix B.

C. Student Governance

The student government is the Association of Bucknell Students, consisting of a Steering Committee, a Student Congress, and an Appropriations Committee. The members of these groups are elected by the entire student body every year.¹⁸

¹⁸The Constitution and organization of ABS can be obtained from the Office of the Dean of Student Affairs.

D. Faculty Review of Senate Actions

The Senate's decisions are subject to review by the University Faculty and the Association of Bucknell Students, as provided in the Senate Constitution.

No Senate recommendation regarding the use of the portion of the budget allocated to the formal program of instruction shall be implemented over the objection of a majority of the University Faculty.

No Senate recommendation concerning the formal program of instruction shall be implemented over the objection of a majority of the Faculty.

E. The Colleges

For purposes of instruction, the University is organized in two Colleges, each administered by a dean who is responsible to the Provost.

The College of Arts and Sciences is grouped in four divisions: Humanities and Fine Arts, composed of the Departments of Art, Classics, English, History, Music, Modern Languages, Philosophy, Religion and the Program in Japanese Studies; Social Sciences, composed of the Departments of Economics, Education, Political Science, Psychology, Sociology, Management and the Program in Linguistics; Natural Sciences and Mathematics, composed of the Departments of Biology, Chemistry, Geology and Geography, Mathematics, Physics and the Program in Animal Behavior; Special Programs in Military Science and Physical Education.

The College of Engineering consists of four departments: Chemical, Civil, Electrical, and Mechanical.

Certain intercollege programs, such as the Honors Program, the January Program, University Courses, Computer Science, and Graduate Studies are administered by Directors, who are responsible to the Provost, and for purposes of curricula review and regulation, to the Senate Committee on Instruction.

F. Academic Dean

The academic deans, who are members of the Office of the President, are responsible to the President through the Provost for the quality of instruction and the organization of the total program of instruction.

1. Responsibilities to faculty

a. Curricula

Provide leadership in the continuing review, development, and evaluation of the instructional programs of the college; supervise the scheduling of the curricula.

b. Teaching and scholarship

Support and promote the professional and scholarly interests of the faculty.

c. Faculty development

Confer with members of the faculty, usually through the departmental chairmen, regarding professional growth in teaching and scholarship, and make recommendations designed to enhance such growth; participate in and make recommendations concerning all matters related to appointments, retention, promotion, tenure, leaves of absence, and salary increments.

d. Confer degrees in course on behalf of the Faculty.

2. Responsibilities to students

a. Supervision of the program of academic advising.

b. Supervision of academic schedules and the requirements for degree programs.

c. Foster the University's expectation of the highest achievement of students.

- d. Promote and support the conditions for learning and self-development including those related to the Division of Student Affairs and the Office of Admissions.

3. Responsibilities to the University

- a. Supervision and direction of the instructional programs of the college.
- b. Fulfillment of the goals and objectives of the University by means of the academic programs of the college.
- c. Recruitment and retention of the most able faculty which the University can obtain.

G. Departments of Instruction and Interdepartmental Programs

The curricular programs of the colleges are administered through departments of instruction, organized according to traditional divisions of knowledge, and through interdepartmental programs (each with its own director), organized to meet evolving demands which cannot be met adequately within individual departments. Although departments operate with considerable autonomy in designing departmental major programs, their first responsibilities are to the curricular programs of the colleges of which they are a part, to the current needs and interests of students, and to the professional standards and commitments of their disciplines. Interdepartmental programs (such as the January Program, Freshman-Adviser Seminars, University Courses, the Graduate Program, the Computer Science Program) exist to facilitate interaction, cooperation, and change within and among departments of instruction and to provide opportunities for experimental courses not otherwise available.

H. Responsibilities of Department Chairmen

In order effectively to meet its responsibilities to the University, each department elects its own chairman and determines its own internal organization. The chairman, who is elected by his colleagues every four years or selected for appointment by the dean of the college accord-

ing to the preference of the department,¹⁹ assumes responsibilities to the colleagues within the department, to the administration, and to students.

1. Responsibilities to colleagues

The chairman is responsible for developing an atmosphere which encourages self-development for excellence in teaching and scholarship; innovation in teaching methods, course development, and organization of the curriculum; interdepartmental and intercollege activities; appropriate participation in governance; regular participation in the January Program; the development of proposals to secure funds for scholarly work and for departmental programs; representation of the interests of colleagues to the Office of the President, other departments, parents, and students.

To maintain this atmosphere, the chairman must see that there is an equitable distribution of the work load, budgeted funds, facilities, and services and that there is complete representation of the interests of his colleagues to administrators, governing bodies, other departments, parents and students. He is responsible for the evaluation of the performance and progress of each member in his department, as outlined in Section III D. In this vital duty, he works with the departmental committee on reappointment and tenure, both in establishing and continually reviewing the criteria which are pertinent to the particular department and in applying those criteria to each departmental member. In order to evaluate, he may use a variety of methods: direct observation, student evaluation, or information from colleagues.

The chairman may delegate authority and responsibility to members of the department according to the internal structure of the department and the demands placed upon the chairman.

¹⁹The election procedure is given in Appendix C.

2. Responsibilities to the College and the University.

The chairman is responsible for acquainting the dean with the concerns of students for the curriculum of the department and for teaching; acquainting the dean with the concerns of the faculty of the department for facilities, curriculum, conditions of work and employment; participating in the evaluation of the staff and making recommendations concerning appointment, promotions, salary increases, tenure, leaves of absence, retirement, resignations, and dismissal of members of the department; preparing and administering annual budgets; preparing an annual report to the President; providing leadership in the total educational program of the University.

3. Responsibilities to students

The chairman is responsible for (1) insuring that, while the instructional program of the department fulfills the University's and the department's goals, it also remains sensitive to the changing needs and qualities of students; (2) attending to the qualities of the teaching in the department so that students understand that a balance of teaching and scholarly activity best serves their interests; (3) supervising the advising and counseling activities of the department so that students' individual concerns will receive attention.

V. FACULTY BENEFITS AND SERVICES

A. Retirement

1. The retirement of a member of the faculty shall be optional either on the part of the University or on the part of the faculty member concerned, beginning on the 30th day of June of the college year during which he has attained the age of 68 years. On the 30th day of June, at the close of the college year during which he has attained the age of 70 years, the retirement of a member of the faculty shall be mandatory. In either case, the President, the Provost, or the appropriate academic dean shall, at

least six months in advance, prepare a formal letter informing the member of the faculty of the official date of his retirement.

Except in very unusual situations, the University will exercise its option to require retirement of members of the professional staff at age 68 in accordance with the above policy.

The University will extend all of the usual retirement benefits to any member of the staff who elects to retire at age 65 or in the interval between age 65 and age 68. Retirement prior to age 65 may be arranged in appropriate circumstances upon request.

Members of the staff who wish to consider retirement prior to age 68 are requested to seek additional information from the Provost or the Vice President for Administration and Finance.

2. The University Retirement Program for full-time faculty and administrative officers is provided under a contract with the Teachers Insurance and Annuity Association on a contributory basis. The University contributes 10% and the individual 5% of base salary.

New staff members 30 years or older and those already holding TIAA retirement contracts participate in the retirement program immediately upon employment. Others are enrolled at age 30 or after five years of service.

A tax sheltered annuity plan which may allow some tax savings on retirement income is available. Total retirement benefits will depend upon the individual's past contributions to TIAA, CREF, Social Security, as well as any other retirement programs that were previously contracted. However, for those faculty members who have been on the staff for 15 years or more and who retire at age 68 or thereafter, the University provides a guaranteed benefit of \$3,000 plus Social Security.

Staff members are expected to participate in the Medicare program of the Federal Government, and are urged to elect the voluntary "additional coverage" beginning at age 65.

3. Fringe benefits such as the Bookstore discount, free admission to the Artist Series and sporting events, Library privileges, as well as tuition benefits for dependents are NOT terminated by retirement. Retirees should notify the Office of Public Relations as to the University publications they wish to receive on a regular basis.

B. Insurance

1. Hospitalization, Medical-Surgical and Major Medical Insurance. Basic Blue Cross and Blue Shield coverage is provided for each member of the staff at the expense of the University effective the first of the month following initial employment. The individual may elect to purchase similar coverage for spouse and dependent children up to 19 years of age by payroll deduction. Since this basic insurance may not provide full medical-surgical coverage in the case of a major medical problem, "Major Medical Insurance" is advisable. The University's Major Medical plan provides for \$25,000 of reimbursement of expenses in any three year period subject to a \$100 deductible amount in any calendar year and to 80%-20% coinsurance. This coverage is available below cost with the University subsidizing the difference between the full cost and the individual payments. Literature and application forms are available from the Payroll Office, Room 112.
2. Total Disability Benefits Insurance and Group Life Insurance. Effective October 1 following one year of service, the University provides TIAA Disability Income Insurance for all full-time members of the staff.

In addition, the University carries \$1,000 of Group Life Insurance on every staff member without cost to the individual, with additional Group Life Insurance Benefits available at the expense of the staff member.

C. Pay Dates and Payroll Taxes

There are three basic types of payments which the University regularly makes and each has a different pay date. Regular salary payments for faculty members are usually payable in 10 monthly installments on the 15th of the month, September through June inclusive. The Administrative Staff is usually paid on a 12 month basis. Faculty members who wish to have their salaries paid in 12 monthly installments or who wish to have their checks deposited directly in their bank should so notify the Payroll Office. Stipends which are not subject to Federal income tax are another type of payment and these are made on the second Friday of each month. Checks for Accounts Payable - which includes payments on travel vouchers, invoices for special expenses, etc. - are issued on Tuesday and Friday of each week.

Stipends for independent study or research can often be arranged to minimize their taxability. For detailed information see the Controller.

D. Housing

1. Counseling. All staff members - but particularly those who are new to the area - must make important decisions in regard to housing. Advice in this area can be obtained from the Office of The Controller.
2. University Housing. Although the University accepts no responsibility for providing permanent housing for its academic and professional staff, temporary University housing is maintained by Bucknell for (1) staff members on temporary appointment (i.e., replacements for staff members on sabbatical or study leaves), (2) new staff members during a 1 or 2 year period until they have an opportunity to rent, purchase or build more adequate quarters in the community. In addition, quarters may be provided for those whose responsibilities to the University require them to be "on call" at all hours to meet problems or provide services as the need arises. Quarters for dormitory head residents, student personnel deans and medical services personnel fall in this category.

3. Loan and Mortgage Program. The University will endorse faculty mortgage loans made by local banks for the purchase of a home in the Lewisburg area up to 100% of appraised value not exceeding \$25,000. In addition, personal loans up to a maximum of \$3,000 may be obtained to meet special expenditures at 6% interest with amortization by payroll deduction within three years.

E. Scholarship Grants for Dependents

Bucknell has three scholarship grant programs:

1. Tuition at Bucknell will be remitted up to a maximum of \$2,500 per academic year per dependent for children for enrollment in regular undergraduate degree programs and to the spouse for either graduate or undergraduate programs.
2. Cash scholarship grants for attendance at other institutions are available to the children of faculty and professional staff after five years of continuous service but are limited to two children or 16 semesters per staff member. The grant is made in an amount which may not exceed \$2,500 per year, or tuition at the admitting institution, whichever is lower minus any other scholarships or grant awards.
3. Bucknell also participates in the National Tuition Exchange Program with other private colleges. For more details on each of these programs see the Controller.

F. The Bookstore

The University Bookstore offers a 15% discount to the Faculty and the staff for most items when payments are made within a 30 day period. A 1% service charge per month applies on outstanding balances 30 days after the billing. Faculty members may obtain printed forms for ordering desk copies of course books at the Book Department.

G. Accommodation Purchases

The Purchasing Department can provide procurement services on certain items for faculty and staff when such purchases will result in significant savings. Items usually purchased through this service include major household appliances (lighting fixtures, air conditioners, refrigerators, etc.), as well as automobile tires and batteries. In addition, Montgomery Ward will give a 10% discount for major purchases made through the University. For further information see the Purchasing Department.

VI. BUSINESS PROCEDURES

A. Budgets and Spending Guidelines

1. Department Budgets. Most department budgets include categories for the following types of operating expenditures: Secretarial and other wages, student wages, equipment and equipment repair, supplies, postage, printing, professional dues, travel, duplicating, telephone, rental costs and miscellaneous expense. The chairman of each department is responsible for submitting to the Provost, the budget proposal for these items before March 1st of each year. Requests for renovations, changes or additions in physical facilities or for special capital expenditures should be submitted as they arise to the Vice President for Administration and Finance.

2. Spending guidelines.

- a. Entertainment. Expenditures for entertainment or for meals taken during departmental or committee meetings are not a part of regular department or committee budgets. Reimbursement for such activities is available only upon special authorization of the Provost.

- b. Travel. Departmental budgets contain \$100 for each faculty member and \$200 for department chairmen to be used for defraying travel costs associated with professional activities. When

using University travel funds the following guidelines should be followed: Air travel by tourist or coach. Private auto is reimbursed at 12¢ per mile plus tolls and parking. University auto is charged at 10¢ per mile with additional reimbursement for gas, tolls and parking. Hotel accommodations should be at a "moderate" level. The Business Office can supply a list of hotels granting educational discounts and such discounts should always be requested when making hotel reservations. Meals should also be taken at "moderately" priced restaurants so that the total per diem expenses should be no more than \$35 except in the higher priced metropolitan areas. Normal tipping may be charged to the University but other personal expenses as well as purchases by family members may not.

- c. Long distance telephone calls. Telephone calls charged to the University should only be for University business. Bucknell's WATS Line Service is for the entire state of Pennsylvania and for portions of the east coast from New York City to Baltimore. Toll free business calls may be placed to these areas by giving the University operator the desired area code. University calls outside this area will be charged to the appropriate program budget.
- d. Student assistants. All students to be employed by the University must register with the Office of Financial Aid and all requests for student employees must be made through that office who will determine the appropriate pay rate.
- e. Purchases of supplies, materials and equipment. All purchases made with University funds, or with funds received by the University for special projects will be made through the Purchasing Office. Exceptions to this policy apply only for items purchased at the Bookstore, travel expenditures and standing orders previously approved by the Purchasing Office.

- f. Professional Dues. In general, the University will pay for university or institutional membership in professional organizations. It does not pay for individual membership in such organizations.
- g. Moving Allowances. Bucknell will reimburse new members of the professional staff for one-half of their moving expenses. Normally payment from the University is limited to \$250 and requires receipts for all expenses.
- h. Special budgets. Special budgets for speakers, entertainment, travel and experimental course development are administered separately by the Deans, the Provost and the President. Requests for such funds should be made directly to these administrators.

B. Duplicating Services

Administrative Services is charged with responsibility for furnishing the Bucknell community with the following services: Typing, printing (offset and spirit types), copying (three (3) machines available), mail service for individuals and for departments, bulk mailing, operation of student post office, etc.

Of particular interest to faculty could be the following: Typing service is available whenever requested by faculty, as time permits. Copying can be accomplished for faculty, as individuals or for their department. Printing on various types of paper stock is available.

This department, in addition to typing, copying and printing, will also, when requested - collate and staple or punch and bind various types of booklets.

Bucknell is under no obligation to offer the services of its duplicating facilities for the printing or reproduction of items which bear no appropriate relationship to the program of the institution. It is assumed that members of the faculty or professional staff will not submit for printing, publication or reproduction material

which lacks educational, aesthetic or social value and that such personnel will not request the publication of material which might involve the University in libel. It will be the responsibility of the faculty member who requests items to be duplicated to insure that such duplication conforms with all provisions of the copyright laws.

C. University Guest Housing

Official guests of the University are to be housed (space permitting) at either the Ward House or in the Roberts Hall Guest suite. For reservation contact the Office of the Vice President for Administration and Finance.

D. University Dining Service and Use of the Faculty Lounge

Faculty members and their families may use the served dining room (the Refectory) and charge their meals on their I. D. card for monthly billing. Use of the Faculty Lounge is limited to members of the faculty and professional staff and their guests during the day. During this period, activities which might exclude the use of the lounge by others would be inappropriate. After 6 p.m. any organized campus group (faculty or student) may reserve the room by contacting the Calendaring Office. Bottle lockers are available for use by department or by individual by contacting the Director of Student Programs.

E. University Vehicles

University vehicles (including the bus) are available only for official University business since the insurance coverage does not permit use or rental of such vehicles for personal reasons. Mileage will be charged to the department's or organization's budget at the rate of 10¢ per mile for a car, van or station wagon and 45¢ per mile for the bus. Scheduling of all vehicles is done through the Office of the Vice President for Administration and Finance.

F. Secretarial Services

Secretaries and stenographers are employed by the University to assist faculty and staff in performing the work of the University. Department secretaries are expected to assist all members of the department in the following types of activities: department correspondence, filing, etc.; correspondence relating to course, letters of recommendations, etc.; typing of tests, lecture notes and other teaching materials; miscellaneous services such as receptionist for the department, typing for committee work and research or typing for a book or paper for which the faculty member will not receive extra compensation. The stenographic pool may be called upon to assist the department secretaries when they are overloaded but the decision to send work to the pool should be coordinated with the department secretary.

G. Identification Cards

All staff members and their spouses will be issued an identification card which serves as a pass to athletic events, the Artist Series, as well as a credit card at the Bookstore and a means for checking out a book at the Library. Payroll Office has the responsibility for issuing these cards.

H. Campus Post Office

Any item received individually addressed upon which postage has been paid by the sender will automatically be distributed. Any item distributed by an academic department, an administrative office, an individual member of the faculty or an officer of the University and signed as such is to be distributed regardless of the contents. Items issued over the name of a recognized student organization will normally be distributed unless the post office has reason to believe the item to be libelous or similarly improper, in which case it is requested to contact the advisor of the organization through the Office of the Dean of Student Affairs. Bulk commercial solicitations will be distributed only if they contribute to the program of the University.

VII. ACADEMIC AND ADMINISTRATIVE POLICIES AND PROCEDURES

A. Requirements for Degrees

Awarding of degrees is based upon quantitative, qualitative and curricular requirements as established by the faculty of the University. Rules affecting these requirements, the system of grading, and policies regarding academic standing, attendance, and examinations have likewise been set by the faculty.

Every candidate for the degree of Bachelor of Arts, Bachelor of Music, Bachelor of Science, Bachelor of Science in Business Administration, or Bachelor of Science in Education must take thirty-two academic courses of the equivalent. Every candidate for the degree of Bachelor of Science in Chemical, Civil, Electrical, and Mechanical Engineering must take thirty-four courses, including a maximum of four half courses in academic work. Every candidate for the combination degree of Bachelor of Arts and Bachelor of Science in one of the four branches in engineering must take forty-two courses, including a maximum of four half courses in academic work. Every candidate for any undergraduate degree must complete the curricular requirements as given in the conspectus of courses for his degree.

Every candidate for an undergraduate degree is to take two semesters of work in physical education, which is required in the freshman year, in addition to the academic courses specified above. Any student who has not fulfilled this requirement by the end of the junior year will not be eligible to register as a senior.

Each student is expected to carry the courses as shown in the conspectus for his program. Substitutions must be approved in advance by the dean of the student's college. The normal number of academic courses in each semester is four or the equivalent; the minimum number of courses to be carried by a full-time student is three and one-half; the maximum four and one-half or five, the latter only when the additional half course is in military science. Waivers for these limits may be granted by the dean of the student's college.

All candidates for a degree are required to spend the senior year in residence.

A candidate for a degree may include no more than two grades of F in two full courses, or their equivalent, presented for graduation, but, in every instance, the student must successfully complete the distribution requirements and the requirements for his major.

Only in very exceptional cases will permission be given to a student to enter a course more than two weeks after the opening of a semester.

Registration must be for a specified number of courses. No credit is to be given for a course for which a student is not officially registered.

A candidate for a degree will not be eligible to receive a degree if, one month before his graduation, his record is not clear of all grades of incomplete. If a grade has not been reported, the incomplete will become W, X, or Z, as appropriate.

A student will be classed with the next lower class if he lacks credit for more than two full courses below the requirement for his degree.

Bucknell students are responsible to the academic community for the preparation and presentation of work representing their own individual efforts. In cases of alleged academic dishonesty, procedures involving the student, the instructor, the department chairman, the appropriate dean, and a Board of Review on Academic Responsibility have been established to assess the facts and determine appropriate penalties, which range from a grade of F on the paper in question to dismissal from the University.

B. Class Attendance

When, in the judgment of an instructor, any student has been absent from a class or laboratory too frequently, that fact will be reported to the Dean of the College, and the instructor will recommend the appropriate action.

A student may be dismissed from the University for extensive cutting of classes.

The dates for final examinations are given in the University's calendar. If a student fails, for any reason, to be present at the final examination of his class, his final examination will be held at such time as the instructor may appoint. In no case may a student be given an examination in advance of the time appointed for the final examination of the class.

C. Evaluation of Students

Faculty members are expected to evaluate a student's work at intervals of sufficient frequency to insure that both the student and the instructor have a clear sense of progress in a course. Regular assignments, projects, and examinations enable a student to judge his or her comprehension of a subject long in advance of a final grade.

Members of the faculty may use a variety of formats for their evaluation, however, it is well to explain the format to students and to insure that every student understands the procedures to be followed and the rules which will govern the evaluation.

Examinations are to be given at the time and in the place established by the Committee on the Schedule and the class schedule. Direct departmental supervision of each examination is necessary to assure a climate conducive to maximum performance by each student.

The due dates for all course requirements (with the exception of brief quizzes) should be announced well in advance, preferably at the beginning of the semester.

D. The System of Grading

Evaluation is an inseparable aspect of teaching, and grades are issued primarily for educational purposes. Since grades are elements of the instructional process, it is assumed that only the instructor of each class is qualified to evaluate the progress and achievement of students.

Although careful consideration is given to each grade by the instructor prior to the submission of grades to the

Registrar, occasionally errors occur in the transmission of grades. When these occur, they may be corrected upon recommendation of the instructor and approval of the academic dean of the college in which the course is given. Students who have questions about their grades, or the basis upon which their grades were determined, should consult first with the instructor concerned, and should these questions remain, with the appropriate chairman or with the academic dean.

The performance of a student in each of his courses is evaluated by the use of the symbols A, B, C, D, P, F, I, J, Q, W, X, and Z. A signifies superior achievement; B, high pass; C, pass; D, low pass; F, failing work; I, incomplete work, which must be completed as indicated below; J, work as an auditor, for which no credit is given; Q, incomplete work in continuing courses for thesis, research, or honors projects; W signifies withdrawal from a course during the first four weeks of a semester (or during the first third of a summer session); and X signifies withdrawal thereafter from a course with passing grades. The symbol Z signifies withdrawal from a course after the first four weeks of a semester (or after the first two weeks of a summer session), or withdrawal from the University with grades below D. Courses dropped without the permission of the Dean of the student's college will be marked Z.

The grade of P, passing work with no grade assigned, may be used in certain courses as approved by the Faculty, presently including:

Freshman-Advisor Seminars, in which all students are graded on a pass-fail basis.

Foreign languages, through the first four semesters, in which each student has the option at the last meeting of the class of electing to receive regular grades or pass-fail.

Elementary and secondary student teaching, in which all students are graded on a pass-fail basis. A P in student teaching signifies C or better work.

Physical Education, in which all students are graded on a pass-fail basis. Physical Education is not included

in the grade point average, and does not apply toward the minimum number of academic courses required for the degree.

For resident students, all incomplete grades must be removed during the first four weeks of the next academic semester, unless extension is approved by the academic dean on the basis of special circumstances, such as occur in continuous progress courses; all incomplete grades depending on laboratory work must be removed during the next semester in which the course is offered. For a student not in continuous residence, the incomplete grades in both non-laboratory and laboratory courses must be removed not later than two years after they were incurred. A grade of F will be recorded if a final grade has not been reported to the Registrar by the specified time.

Four quality-credits are given for each full course graded A, three for each one graded B, two for each one graded C, and one for each one graded D. Credit is not given for the grade of F or Z.

A student's grade point average is computed by dividing the number of his quality-credits by the number of courses for which he has earned a grade of A, B, C, D, F, or Z.

E. Academic Standing

To qualify for a Bachelor's degree, a candidate must earn a cumulative grade-point average of at least 2.0. Grades earned in courses in Military Science do not carry quality credits and are not included in the grade point average computation.

To remain in good standing, a student is expected to accumulate grade-point averages as follows:

Beginning of Semester	Cumulative Grade-Point Average
3	1.8
5	1.9
7 and subsequent semesters	2.0

The records of all students, except seniors, will be reviewed by the Deans of the Colleges in January and in June.

Freshmen, sophomores, and juniors must meet the designated grade-point requirements to be eligible to enroll in the following September. The grades of a senior will be reviewed before the beginning of his last semester. Seniors must meet the designated requirements to be eligible to enroll for the last semester.

In all matters pertaining to academic standing, the decisions of the Deans of the Colleges will be final.

F. The Dean's List

Students' names will appear on the Dean's List if they have earned semester grade point averages of 3.2 or higher on a program of three and one-half courses or more.

G. Reports to Office of the Registrar

At the beginning of each term, faculty members receive class rosters from the Registrar. Each student is expected to present a class card at the first meeting of each course in which he is enrolled and the instructor of the course will use these class cards to verify the roster and to report changes in it in the manner requested by the Registrar.

Each faculty member is responsible for determining and reporting grades to the Registrar for each of his or her courses. Cards for reporting grades are sent to each faculty member and it is important that grades for each course be submitted on or before the deadline established by the Registrar.

H. Credit by Examination

Undergraduate students in residence may earn undergraduate credit by examination, with a letter grade assigned, in courses approved by a department and by the Dean of the College concerned. Application for such examinations must be made in the first week of each semester on a form obtainable from the Registrar, approval then to be given by the chairman of the department and Dean of the College concerned. If approval is given, a fee of \$35 is to be paid the Controller for each examination to be taken in November of the fall semester and April of the spring semester.

A maximum of eight courses may be earned by examination, in addition to the eight-course maximum under "advanced placement with credit." This includes any credit granted for achievement on comparable subject tests of the College Level Examination Program of the Educational Testing Service.

Not including possible credit by examination, students in residence are expected to carry the minimum of three and one-half academic courses in each semester. A grade of F on a special examination will not be recorded on the permanent record. The faculty is not expected to assist any student in preparing for any special examination.

I. Faculty Attendance

Each member of the faculty has a right to teach freely according to high professional standards; each student has a right to receive instruction of high quality in each course for which he enrolls. Thus, a course description needs to match the intent of the instructor and his department with respect to its content.

One's responsibilities for teaching must come first except when the faculty member is on leave or on a special assignment for the University. Classes are to be met regularly except when one is ill or otherwise unable to be present. Teaching includes student advising and some departmental duties, thus, when a faculty member has to be absent at a time that interferes with his responsibilities to the University, the departmental chairman should be informed. Absences of more than three days for reasons other than illness are to be cleared with one's academic dean, since it is desirable that alternative means for the instruction of students be provided.

Attendance of the faculty is expected at Commencement, convocations, meetings of the colleges and of University faculty, and meetings of committees on which one agrees to serve. Attendance is strongly encouraged at special University events such as the President's Reception for New Faculty, Reception for Graduate Students, Freshman Orientation and Parents Weekend, since these occasions provide an opportunity for faculty members to represent their disciplines, meet students and their parents for informal advising, and meet colleagues from all departments of instruction.

J. Advising of Students

Each student in the University is assigned to a faculty adviser; until the student declares a major formally, the adviser may not be a member of the department in which he is interested. In the College of Arts and Sciences, the Associate Dean has primary responsibility for the assignment of advisees and the coordination of academic advising, while in the College of Engineering, these responsibilities are carried by the Dean.

Each student's academic program must be approved by his academic adviser as well as by a departmental chairman and an academic dean. There are several purposes for this procedure; foremost among them is the recognition that the development of a program of courses which balances the student's and the University's goals, the distribution requirements, and the requirements of a major is a critically important part of the education of a student. The role of the faculty in this activity is primary and the proper exercise of this role enables a student to progress through his or her four years at the University with a clearer sense of purpose and of the relationship of his or her program of courses to that purpose. Academic advising also presents the student and faculty member with early and continuing opportunities for career planning in the broadest sense.

Advisers receive information about their advisees from the Office of the Registrar several times each year including midsemester and final grades and records of work to be completed. Advisers are expected to discuss these records with their students as part of planning each semester's work and monitoring their progress.

The University Counseling Service, the University Medical Service, the Office of the Dean of Student Affairs, the academic deans, the departmental chairmen, and the Graduate Student Adviser are additional sources of assistance to academic advisers and students upon request. If tutoring assistance is required, advisers are encouraged to take the initiative in suggesting tutors or in encouraging students to locate suitable tutoring assistance with the help of the departmental chairman and the academic dean.

K. Freshman Adviser Seminars

Freshman Adviser Seminars have been established for the AB and BSBA degree programs for the purpose of assisting students to realize the objectives of the distributional program. Incoming freshmen may enroll for a seminar which will constitute one of the four courses taken during the first semester. In most cases, the instructor of the seminar for which a student is enrolled serves as his faculty adviser during his years as an underclassman.

The Freshman Adviser Seminars vary in content, mode of study, and method of instruction. However, all seminars share three common purposes. First, they introduce the student to the presuppositions, methods, and essential content of an academic discipline or field of study. Second, consideration is given to the relation of the primary academic discipline to at least one other represented within the University. Third, the seminars provide a basis for a student-faculty relationship upon which academic advising can be effectively developed.

L. The Course Schedule and Enrollment

Departmental course schedules are prepared each year in February for the following academic year. The course schedules are based on several factors such as distribution requirements, supporting service to other departments, the departmental major, instructor interests, student interests, University goals, college goals, the size of a given University class such as the freshman class, and special constraints on the size of a class or laboratory.

Courses are scheduled within time blocks and in rooms assigned to each department. Courses are distributed over the hours 8 A.M. to 4:45 P.M., Monday through Friday. Evening classes are to be limited to graduate courses, inter-departmental courses, those seminars which cannot be scheduled satisfactorily within the time and rooms provided, and those courses which are intended for an audience wider than that of the student body.

Once the course schedule has been issued, rescheduling the time and/or the place of the meetings of the class often

results in serious inconvenience for one's colleagues and students; such changes should be avoided except when a change in some important condition for teaching suggests that a change is desirable. Before the change is made, the students must be consulted and approval for the change obtained from the Office for Calendar and Schedule.

Courses which enroll fewer than six students may be cancelled by the dean of a college.

Students register for courses for the following term approximately mid-way through each semester and their course schedule is confirmed by enrollment at the beginning of each term. Faculty advisers are quite directly involved in the process of registration but not in enrollment. At the time of registration in the spring, students are expected to project a schedule for the academic year; changes in the second semester's projection are permitted at the time of registration for the second semester without prejudice to the student.

M. January Program

During January, in the four weeks between semesters, Bucknell University conducts a voluntary, informal program emphasizing creative and scholarly activities. No grade or credit is given for a January project; however, the sponsor of the project evaluates the student's work and a notation is entered on the student's record if the project has been completed satisfactorily. Faculty members are expected to serve as sponsors of January projects at least once every three years and participation in the January Program enters into the evaluation of faculty members.

N. Study Abroad

Study Abroad is an academic program, thus, it is administered according to regulations established by the faculty. Participation in the program is based upon the merits and potential contribution foreign study can make toward the applicant's undergraduate career. Information on study programs can be obtained from the Associate Dean of Arts and Sciences and from appropriate academic advisors. Bucknell has affiliated formally with the Institute of

European Studies which conducts programs in England, France, Germany, Spain, and Austria. With rare exception, students are required to study under a program which has been established in collaboration with several American colleges.

O. Regulations Relating to Conduct

Faculty, administrators and students of Bucknell University believe that the educational aims and purposes of Bucknell must be upheld and promoted by the personal integrity and responsibility of each individual member of the University. The University values a constituency composed of individuals with varied interests and diversity of opinion, and also recognizes that its members must be bound together by respect for the individual and collective rights of others and by recognition of the primary aims of learning and development of the disciplined mind which brings us together. Rules and regulations to promote necessary order and unity stem from the corporate authority of Bucknell University. That corporate authority, in turn, stems from both public law and the Charter of Bucknell, which was approved by the Commonwealth of Pennsylvania in 1846 and which remains under the charge of the University's Board of Trustees. Rules and regulations governing conduct, and procedures necessary for their implementation, express Bucknell's corporate authority for its members and are consistent with the AAUP statements found in Appendices D, E, F, G, and I, and the Joint Statement on Rights and Freedoms of Students, 1967 (See Student Handbook).

In general, an individual's actions off campus are subject only to sanctions of civil authorities; however, whenever its interests as an academic community are clearly involved, the University may take disciplinary action independently of civil authorities. It should be understood that the University may have the responsibility of advising appropriate authorities of violations of civil or criminal law committed by anyone on its campus when a request is made by those authorities for specific information, or when there is a danger to life and/or property.

The following acts will subject a person to University disciplinary action.

Group I -- Conduct involving violations against the academic community:

The principles involved in this formulation are defined in the Statement of Principles of Academic Freedom and Tenure (for faculty) and the Joint Statement on Rights and Freedoms of Students (for students). These statements have been accepted and approved by the Faculty and the Association of Bucknell Students.

- a. Deliberate interference with the academic freedom, as interpreted in the above-cited statements, or the freedom of speech of any member/s or guest/s of any segment of the University community.
- b. Violence against or forcible interference with the freedom of movement of any member/s or guest/s of the University community.
- c. Deliberate interference with or obstruction of any University-sponsored or approved function or activity.
- d. Behavior which deliberately infringes on the rights of others, endangers their well-being or safety, or results in personal injury to others. (An individual who has been injured or believes he has been endangered may file a complaint with the appropriate judicial body against those whom he believes to be responsible.)
- e. Disorderly conduct on University-owned or controlled property or at University-sponsored or supervised functions.
- f. Failure to comply with the proper request of University officials acting in performance of their duties or to identify oneself to these officials when asked.

Group II -- Conduct involving trespass or damage to University property:

- a. Participating in or contributing to the unauthorized use of University property or unauthorized entrance

into University buildings; intentionally or wantonly causing damage to University or personal property.

- b. Theft of personal or University property.

Group III -- Conduct involving forgery, plagiarism, or academic dishonesty:

- a. Forgery is here defined as knowingly furnishing false information to the University; alteration or misuse of University identification cards, records or documents.
- b. Plagiarism is here defined as representing the work of another as one's own.
- c. Academic dishonesty. For a definition of the scope of academic dishonesty and an explanation of the University's policy concerning academic responsibility, see the Student Handbook.

Group IV -- Conduct involving firearms and alcoholic beverages:

- a. Possession or use of firearms on University property, except at the Rifle Range and except for weapons under control of ROTC. In the case of students, firearms brought to the University must be registered with the Campus Security Office and stored with the Military Science Department.
- b. Use or consumption of alcoholic beverages in non-residential University buildings, out of doors on the campus, and in the main public rooms and other common areas of residence halls, except at registered social events.

Group V -- Conduct involving violations of civil laws:

- a. Violation of state and federal laws on property owned, controlled or supervised by the University when such violation adversely affects the University and/or members of the campus community. It is understood that responsibility for obeying federal and state laws rests directly with the individual.

Disciplinary procedures, rights, and censures have been established for violations of University regulations relating to conduct. For students, they are defined in the Student Handbook which is issued annually by the University. Faculty members may consult the Provost regarding the procedures to be followed in the event of allegation of misconduct involving a faculty member or other University employee.

P. Academic Dishonesty

A student who intentionally appropriates the ideas, concepts or language of other persons or writers and presents them in a paper, or in the fulfillment of any other academic assignment as his own is guilty of plagiarism and irresponsible behavior in the academic community. This is a serious offense.

Cheating during examinations, whether by copying from a fellow student or by using information in the form of aids brought to the examination, is considered an equally serious act of academic dishonesty. Similarly, the submission of work, for any assignment, that has been prepared by another student will be considered a deliberate act of academic dishonesty. A student may not submit a single paper to fulfill requirements in two courses without prior approval of the instructors in both courses.

Having in one's possession books or other library materials not properly charged out of the Library (thus failing to leave a record of where and how the material may be found) is considered an offense because it impairs the educational opportunities of others. Using a false name or another person's identification card is also a serious offense, especially in the act of removing materials that have been placed "on reserve" as required reading for all students in a given course.

Signing the name of another individual on any Bucknell University form is considered an act of academic dishonesty.

A member of the faculty who discovers in a student's work or conduct what he judges to be plagiarism or other forms of academic dishonesty has the duty to report his

observation as directed in the following procedure. A student may initiate this procedure if his instructor does not. The instructor or student shall first inform the proper departmental chairman and then forward the case to the appropriate academic dean. The dean will then write the student setting forth the allegation and call him to a meeting to discuss the charge and all the evidence (e.g., facts and opinions supplied by trustworthy information and personal testimony). At all times, the student charged with academic dishonesty may be accompanied to meetings or hearings by an adviser of his choice. The official status of the student in the University will remain unchanged pending disposition of the charges against him.

Following the meeting with the dean, if the student admits the charge, the case will be forwarded to the board of review on academic responsibility for the board's action. If the student denies the charge, all evidence shall be forwarded nevertheless to the board which shall, on the basis of the evidence and any other information it may wish to solicit, determine the questions of guilt and punishment, or of innocence. The student charged with an act of academic dishonesty is required to attend the meetings of the board to present evidence in his own defense.

The board of review will transmit its decision to the dean of the college involved. The dean may then initiate action by the University.

The board of review on academic responsibility shall be composed of two students elected by the Associated Bucknell Students, and of three members of the faculty. Meetings of the board shall be called by the dean of the college in which the student charged with academic dishonesty is enrolled. It shall be the dean's responsibility to present the evidence.

The full statement on academic dishonesty including the penalties for such behavior may be found in the Student Handbook.

Q. Guidelines on Political Activities

Bucknell University intends to maintain a climate in which each member of the University community is free to

exercise the rights of citizenship and to form political judgments. Under Section 501 (3) (3) of the Internal Revenue Code, tax exempt organizations are constrained from substantial activities directed toward influencing legislation, participating in any political campaign on behalf of a candidate, or contributing to a Federal election. Thus, under the law, a line must be drawn between scholarly inquiry and open discussion, on the one hand, and activity or propaganda designed to produce a political result, on the other.

The buildings, facilities or resources of the University may not be used to support or subsidize, directly or indirectly, any activities which cannot legitimately be carried out under Federal or Commonwealth laws. A set of guidelines, which assures that Bucknell remains an open campus where all points of view may be heard within the limits of the law and the conditions of Bucknell's status as a tax exempt eleemosynary institution, will be found in Appendix K. Members of the faculty who are uncertain about the application of the policy may consult the Provost or the Vice President for Administration and Finance.

R. The Bertrand Library

Book and Periodical Orders -- Each academic department designates one of its members as its library representative whose task is to convey and interpret, to the staff of the Library, opinion on the strengths and deficiencies of the collections -- books, periodicals, government documents, microform materials, and so on. The Library calls on the Library representative for advice on the priority of requests for periodical backfiles, expensive sets, large microform publishing projects, replacements, etc. New books are received from a bookdealer and placed on display in the Acquisitions Department. Notices are sent to Library representatives who make selections. The Head of the Acquisitions Department has responsibility for book purchases, the Head of the Periodicals Department, for periodical purchases. Any faculty member is free to suggest book purchases at any time.

Interlibrary Loan -- The Reference Department provides interlibrary loan service to the faculty. This permits a

faculty member to use the resources of the libraries of the world for research. Faculty requests usually can be met by libraries in the region; more obscure or rare material may take longer to obtain. Both books and periodicals may be borrowed. The lending library sets its own restrictions on the use of material. In the case of periodicals, photocopies are usually sent at a per page charge.

Forms and information on procedures are available from the Reference Department.

Reserved Books -- Books used for assigned reading may be placed in the Reserved Book Room where they will be charged out for short periods of time (2 hours, 1 day, etc.). Books should be placed on reserve when there are limited copies of assigned material. Long lists of suggested readings should be reserved only when heavy use is expected. Lists of titles should be sent to the Circulation Department well before the semester begins.

Other -- Books and non-current periodicals are loaned to faculty on a semester basis. If there is a need for the book or periodical, it will be recalled after three weeks. Current issues of periodicals circulate for three days.

The Library provides lectures, tours and demonstrations for classes. Requests for lectures should be directed to the Chief of Public Services.

Several faculty studies are available for research each semester. Applications are to be directed to the University Librarian.

As time permits, bibliographies for courses or subjects not specifically related to a faculty member's scholarly research will be compiled by the Reference Department.

S. Instructional Media Services

Instructional Media Services provides support for the instructional program of the University through its media production, language laboratory, television, equipment and materials services. The Coordinator may be consulted on the design and utilization of instructional media or for assistance in selecting equipment.

Tape duplication and media production services are offered at cost to academic departments and members of the University staff. Media production includes black and white and color slides, prints, overhead transparencies and other copy work. Film orders are placed through the Instructional Media Office, and student labor for projectionists, television production and other services can be provided. An inventory of commercial film catalogs and other media references is available in the Office of the Coordinator.

Equipment is available for loan to members of the University staff for use in instruction. This equipment includes film projectors, slide projectors, tape recorders, still and movie cameras, phonographs and related media. Video-taping services for instruction can be provided.

T. University Bookstore

The Bookstore procures and sells books and materials required and recommended for courses. Faculty participation and cooperation in this activity is essential. Requisition forms for course books and other instructional material are distributed to faculty members several weeks before the opening of each semester, and faculty members must provide prompt, accurate information in writing if adequate stocks are to be available for all courses each semester.

Faculty interest in and appraisal of selections for the general book department are important contributions to the range and quality of titles available.

U. Freas-Rooke Computer Center

The services of the Computer Center are available to all faculty members, both for teaching and for research. Courses in computer science, limited programming services, and the computer are provided to the faculty member or his department. Thirty remote terminals are located around the campus for online use. For more information, faculty members may consult the Director of Academic Services.

VIII. LIBRARIANS

- A. Librarians²⁰ are not members of the ranked faculty. The University Faculty has extended voting status to librarians and the right to stand for election to committees of the Faculty and the University Senate.

The rights of the Faculty (Section II C (1-4) also are applicable to librarians and, by action of the Faculty, the policies and procedures of the Committee on Academic Freedom and Tenure regarding evaluation for reappointment (Section III B) include the librarians.

- B. Leaves²¹ - The main purpose of the policy on leaves is to improve the professional competence of the librarians and thereby the instructional program of the University. To achieve this purpose there are three types of leave available:

1. Administrative leaves carry a stipend of full salary for one semester or half salary for the academic year. The recipient must have served the University for six years and agree to return to the University for one academic year or return to the University the compensation received during the leave. The years of service do not have to be consecutive; one who receives a fellowship, or takes a leave to do work elsewhere loses only the time he or she is away from campus. A librarian is eligible to apply after every six-year period of service.

The applicant shall submit an account of his or her professional and scholarly achievement and a statement of his or her proposed leave program to the Provost through the University Librarian.

²⁰Defined by contract as a librarian with the requisite professional degree in library science.

²¹Librarians are not eligible for leaves and research grants described for the Faculty in Section II C 5 and Section III G.

Leaves will be recommended to the President by the Provost, the number of leaves to be given will be determined by the President. A brief written report will be submitted to the Provost and the University Librarian within two months after the end of the leave.

Another paid position may be accepted during the leave if it enables the librarian to spend a full year on leave without detracting from the program of study or research approved by the University. If another position is accepted as a means of attaining the goals of the leave proposal, the remuneration from it may not exceed one-half of the person's University salary, excluding the expenses of travel to his source of temporary employment. Approval of the President is required before accepting another paid position as a means of carrying out one's leave program.

2. Graduate study leaves for an academic year with half salary or for one semester with full salary may be granted for working toward an advanced degree. To be eligible for such a study leave the applicant shall have obtained the recommendation of the University Librarian and shall have served the University for at least two years. The request must be approved by the Provost, and he or she shall sign a contract to return to the University for an academic year. If he or she fails to return to work for one academic year, the University shall be reimbursed in full.
3. Special leaves of absence without salary are encouraged where it is demonstrated that they will contribute to the academic growth of the individual and the University, providing that advance notice is given so that an adequate replacement may be appointed.

- C. Librarians may contract for less than twelve months, at prorated salary. The academic year must be covered and suitable arrangements made for a replacement.

Less than full year contracts will permit librarians to pursue professional projects and research during the summer that would be difficult to accomplish during the academic year.

D. Committee on Elections and Membership

This Faculty Committee administers all elections of Faculty to the Senate and to standing committees of which Faculty are members. The Committee is composed of 7 faculty from the College of Arts and Sciences and 2 faculty from the College of Engineering. Since librarians are not members of either college, they would not seem to be eligible for election to this Faculty Committee. However, the Senate constitution provides that for purposes of governance, librarians are members of the College of Arts and Sciences. Therefore, for election to the Committee on Election and Membership, librarians are members of the College of Arts and Sciences.

IX. EDITORIAL NOTE:

Review and amendment to the Faculty Handbook may be proposed (a) by the Faculty by a vote of the majority of the members voting on the question or (b) by the President of the University on behalf of his office or the Board of Trustees. Amendments will become effective upon receiving the approval of (a) the Faculty by a two-thirds vote of the members voting on the question and (b) the Office of the President.

The above statement setting forth procedures for review and amendment of the Faculty Handbook was approved by the faculty on March 4, 1974, and is under study by the Board of Trustees which is expected to act on the matter.

Faculty Handbook

BUCKNELL UNIVERSITY



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Part II

Appendices To The Handbook

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Part Two

Appendices To The Faculty Handbook

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A. THE UNIVERSITY SENATE

I. Purpose of the University Senate

We, the members of the Bucknell University academic community,

In order to institute a form of University governance which shall be open and visible to all its members and offer them ready access, and in addition provide for a due sharing among the members of that community of the authority delegated to it by the Board of Trustees through the President,

And to create a single body broadly representative of the major groups of the community, which shall investigate, consider and determine policies subject to the approval of the President and Board of Trustees on matters within its competence which it deems of common concern to the University community,

Do hereby establish the University Senate.

All authority conferred upon the University Senate stems from that vested in the Board of Trustees and the Faculty by the Charter, and in the President as delegate of the Trustees. The purpose of the Senate is not to infringe on the responsibility and authority of the Board of Trustees or the responsibility and authority of the President and the Faculty, but to provide a forum where other constituent bodies of the University may join in determining the proper course of the University.

II. The Functions of the Senate

The functions of the University Senate are limited to the following:

1. To engage in general planning of the University's goals and policies for both immediate and long-range purposes.

The Senate will receive annual reports on the University's general policies and programs including

matters of staff, physical facilities, and financing from the President, the Provost, and the Vice President for Administration and Finance. It will study and evaluate these policies and the principles and methods guiding their realization, and it may propose changes in them. It will annually recommend policies to the President guiding student enrollment, financing, and priorities for the principal allocations of the general University budget, and it will review the budget after its adoption.

Senate involvement in decisions regarding the use of the portion of the University's budget allocated to the formal program of instruction shall be limited to recommendations to the University Faculty. No Senate recommendation regarding the use of the portion of the budget allocated to the formal program of instruction shall be implemented over the objection of a majority of the University Faculty. (Committee on General Policy and Resources)

2. To review the curricula of the University as a whole and of the individual colleges and to make recommendations on curricular matters, including the graduate program and the Summer School, to the Faculty as a whole or to the faculty of the college concerned when the issue pertains only to one college. No Senate recommendation concerning the formal program of instruction shall be implemented over the objection of a majority of the Faculty. (Committee on Instruction)
3. To review and determine policy for the scheduling of classes, laboratories, and final examinations regularly required in the curriculum and the preparation of the annual University Calendar. (Committee on Academic Schedule)
4. To review and determine policy for the administration and coordination of information centers, e.g. the Bookstore, Library, and Computer Center. (Committee on Information Resources)

5. To review and determine policy guiding the admission of students to the University and the policies of awarding financial aid to students. (Committee on Admissions and Financial Aid)
6. To review and determine policy guiding University-sponsored or registered offerings supplementary to the formal program of instruction and governing the schedules of these offerings and of student activities, and to arrange special University events. (Committee on Supplementary Activities)
7. To review and determine policy on matters of inter-collegiate and intramural athletics. (Committee on Athletics)
8. To review and determine policy regarding the functioning of the University as an ecological system and the relation of that system to the surrounding community. (Environmental Coordinating and Advisory Committee)
9. To review and determine University Regulations and also policy guiding the Administration of University Services and all other non-academic aspects of University life. (Committee on University Services, Committee on University Regulations)
10. To conduct a continuing review of University Governance and Judicial structures with a view towards improving the organization of the University's efforts to achieve its goals and carry out its policies. (Committee on Governance and Judicial Bodies)
11. To request the President, the Faculty, or the Congress of the ABS to reconsider any policy decisions, when the Senate deems such a reconsideration advisable.
12. To concern itself with whatever matters the President, the Faculty, or the Congress of the ABS may refer to the Senate for its consideration.

13. To advise the President in the appointment of the Provost, and other major University officials and to advise the Board of Trustees in the appointment of the President. The Senate will appoint ad hoc search committees for this purpose.
14. To make rules and establish procedures as needed to fulfill its functions and responsibilities.

The Senate's decisions will be subject to review by the University Faculty and the ABS. If neither of these bodies raises objections to the proposed policy within 30 days, the Senate's decisions will, with the approval of the President, become University Policy at the second succeeding regular meeting of the Senate or 30 days after their adoption, whichever period is longer.

If objections are raised by a majority of those voting in the University Faculty or the Congress of the ABS, the matter in question will be returned to the Senate with objections specified for reconsideration. For this purpose, a representative group from the body or bodies returning the action will meet with the Senate to resolve the issue, and the Faculty and the ABS will review the action as revised. If neither of the reviewing bodies raises objections to the revision within 30 days, it will, with the approval of the President, become University policy at the second succeeding regular meeting of the Senate or 30 days after its enactment, whichever period is longer.

In the event a majority of either the Faculty or the Congress of the ABS returns such an action a second time the Senate may finally resolve the issue by a 2/3 vote of its entire membership. The vote shall be conducted by signed ballot. After the vote all ballots shall be tallied, including any absentee ballots submitted before the meeting. The results, including how each senator voted, shall be announced publicly. The Senate's decision will then, with the approval of the President, become University policy.

Absentee ballots must be submitted to the Executive Secretary before the meeting at which the regular balloting is to occur. At the beginning of this meeting the Secretary must announce the total number of absentee ballots submitted.

All absentee ballots shall be signed and submitted separately in sealed envelopes. These envelopes may not be opened until all regular balloting on the issue has been completed.

A 2/3 vote of the entire membership held to resolve an action twice returned by either the Faculty or the Congress of the ABS shall be the only vote for which absentee ballots may be submitted. An absentee ballot submitted for any other vote shall be declared invalid.

In the event that the Senate or any of its committees fail to resolve upon budgetary recommendations at appropriate times in the budget-making schedule published by the Vice President for Administration and Finance, necessary decisions will be made by appropriate administrative officials.

In emergencies, i.e. when it would be imprudent to delay action for scheduled meetings, the Senate may recommend temporary policy for immediate enactment. If after the emergency such temporary actions are to become permanent University policy, they must pass through the regular reviewing process specified above.

III. The Composition of the Senate

The Senate will consist of 34 members: 17 representatives of the Faculty, 10 representatives of the Student Body, and 7 officers of the Administration.

The faculty members of the Senate will be chosen in two groups: Two members will be elected by each college and the rest of the members will be elected by the Faculty at large. All voting members of the Faculty are eligible for election; for purposes of Senate and Committee membership the professional members of the Library staff are considered a part of the College of Arts and Sciences. The term of office will be two years; no member will serve two full, consecutive terms. Elections will be conducted by the Faculty Committee on Elections and Membership.

In March, nominations for the election of college representatives on the Senate will be received from each

college. The names of at least two faculty members in each college will be submitted to the voting faculty of the colleges by mail ballot. Each faculty member will vote for one, and the candidate receiving the highest number of votes shall be declared elected. In case of a tie, a run-off election will be held.

In April, after the college elections, nominations for the election of the Senate members at large will be received from the University Faculty. The names of at least 12 faculty members will be submitted to the voting faculty by mail ballot. Each faculty member will vote for four, and the six (or seven) candidates receiving the highest number of votes shall be declared elected. In case of a tie, a run-off election will be held.

Initial Election:

The procedure will be the same as for the regular Senate elections outlined above, except that the numbers of nominees and representatives elected will be twice those involved in the regular Senate elections. Nine of the faculty representatives thus elected will serve for one year and eight for two years. A method of chance determination will be used to decide who shall serve two-year terms. Those drawing one-year terms may succeed themselves.

The student members of the Senate shall include the president of the ABS^o and nine students elected at large. Students eligible for Senate membership are all those enrolled full-time in the regular academic program of the University, with a GPA of at least 2.2 at the time of election, and who will have been enrolled at the University for a period of at least one year prior to the beginning of the Senate term for which they are candidates.

At least 18 nominations for election to the Senate shall be obtained, including at least two nominees from each college. Any eligible student submitting a petition signed by at least 50 students shall be added to the ballot. The entire slate of nominations will be submitted to the student body in March and each student will vote for five of those nominated. The nine students with the highest

number of votes, but including at least one representative from each college, shall be declared elected. The term of office will be one year beginning in September following the election. Students may be reelected for one term only. Elections will be conducted by the Congress of the ABS.

The administration members of the Senate will be the President, the Provost, the Vice President for Administration and Finance, the Deans of the colleges, the Dean of Student Affairs, and one member elected biennially in March by other full-time officers of administration who are listed in the Catalogue but are not voting members of the Faculty. This member may not serve two full, consecutive terms.

Elected members of the Senate unable to serve a semester or longer will be replaced for the remainder of their terms by special elections conducted by the Congress of the ABS in the case of students or by the Faculty Committee on Elections and Membership in the case of faculty members. Administrative replacements will be made by the President.

IV. Officers of the University Senate

The President of the University will serve as Chairman of the Senate; in his absence, the Provost will assume his responsibilities.

The Senate will elect an Executive Secretary from its faculty membership and an Associate Executive Secretary from its student membership.

The Executive Secretary will be responsible for the records and correspondence of the Senate, act as liaison between the Senate and other groups of the University, and serve on the Agenda Committee of the Senate. He will have secretarial assistance, if necessary, and may serve a two-year term.

The Associate Executive Secretary will assist the Executive Secretary with his duties, and serve on the Agenda Committee of the Senate. He will serve a one-year term.

V. Meetings and Agenda

The Senate shall normally meet at least twice each month from September through May. Any four members of the Senate voting in concert may instruct the Secretary of the Senate to call a special meeting. Meetings of the Senate will be open and persons who are not members of the Senate may be recognized by the chair to speak to an issue. For discussion only, the Senate may meet in executive session as a Committee of the Whole.

Advance notice of regular meetings will be announced in appropriate campus publications. Individual notice of all meetings will be given to members in writing by deposit in the campus mail at least forty-eight hours in advance of the meeting. Two-thirds of the members shall constitute a quorum for the conduct of business. In an emergency, meetings may be called by giving verbal notice to members in person or by telephone.

Reports of the business of the Senate shall be published regularly for the University community.

The agenda of all Senate meetings will be prepared by the Agenda Committee and published for the University community three days in advance of meetings. Any matter appropriate for Senate consideration proposed in writing to the Agenda Committee by the President, the University Faculty, a College, the ABS, or by any five members of the University community shall be placed on the agenda of the Senate or referred to the appropriate committee. The Senate may place an item on the agenda of the University Faculty, a college Faculty, or the ABS by request.

The Agenda Committee of the Senate shall consist of the President, the Provost, the Executive Secretary, and the Associate Executive Secretary.

VI. The Committees of the University Senate

The standing committees will do the routine work of investigation and deliberation in particular areas of the Senate's functions and will report their findings to the Senate.

Each committee will elect its own chairman, an executive secretary, and a recording secretary. The chairman will conduct the meetings and present the committee's reports to the Senate. The executive secretary will prepare drafts of the reports, and the recording secretary will record the minutes of the meetings and prepare notices of the time and place of meetings. All Senate committees will keep formal minutes with copies sent to all officers of the Senate and to the Provost and the Vice President for Administration and Finance. All committee reports containing matters of policy will be sent to all members of the Senate and placed on file in the University Library.

Senate committees will avail themselves of the services of consultants whenever the need for expert information and experience makes such consultation advisable. More particularly, the committees shall make appropriate use of the expertise of the following: Director of the Physical Plant, Athletics, Public Relations, Counseling Service, Food Services, Computer Center, Residence Halls, Office of Student Programs, Freshman Residence Programs, Coordinator of Calendar and Schedule, Chaplain, Director of Development and the Director of Alumni Relations. Other consultants may be added. Consultants have the right to attend any meeting in which matters falling within the area of their competence are debated.

The President of the University will be a member ex officio of all Senate committees. Faculty members of Senate committees will be elected by the Faculty by means of a mail ballot; for this purpose, slates of nominees prepared by the Faculty Committee on Elections and Membership may be supplemented by nominations from the floor of the Faculty.

All student members of University Committees are to be elected by the Congress of the ABS; committee positions that become vacant between elections will be filled through the Congress of the ABS.

The term of office on Senate committees will be one year for students and two years for members of the Faculty. Faculty members will not serve more than four consecutive years on the same committee and student members will not serve more than two consecutive years on the same committee.

No senator will serve on more than one committee of the Senate, the Faculty, or the ABS at a time.

No Faculty or Student member of a standing committee of the Senate may serve on more than one other standing committee of either the Senate or the University Faculty. In addition, no member of the Faculty or of the Student Body may serve simultaneously on the Committee on General Policy and Resources and the Faculty Committee on Academic Policy and Resources.

Ad hoc committees on academic affairs shall be established only after notification to the Faculty and to the Congress of the ABS.

The committees of the University Senate will be:

1. Committee on General Policy and Resources

The committee will conduct a continuing review and evaluation of the long-range plans and programs of the University, including the development and the use of financial resources and physical facilities and the priorities and assumptions guiding these programs. It will report its findings and proposals to the Senate, dealing with long-range developments as well as immediate policy. The committee's contribution to the preparation of the University budget will occur in three steps:

(1) The committee will annually receive reports on the plans for the generation of revenue and the allocation of resources from the Provost and the Vice President for Administration and Finance. On the basis of this information the committee will make recommendations to the Senate on general policies and budgetary priorities.

(2) At the appropriate time, the committee will receive from the Vice President for Administration and Finance summaries of the statements of needs and priorities made by the Faculty Committee on

Academic Policy and Resources, Committee on Student Admission and Financial Aid, Committee on Supplementary Activities, Committee on Athletics, Committee on Information Resources, the ABS and by the Director of the Physical Plant, and other budget-requesting departments of the University.

(3) The committee will also receive a summary of the general University budget after its adoption, and will report its analysis of this budget to the Senate. This report will focus on the Senate's policy recommendations for the purpose of providing continuity of long-range planning.

In these tasks the committee will consult with the Committee on Academic Policy and Resources and a joint committee may be formed for this purpose.

Members:

Provost

Vice President for Administration and Finance

7 Faculty (at least two from each College)

4 Students

2. Committee on Instruction

The Committee shall review the curricula of the University as a whole and of the individual colleges, and shall make recommendations on curricular matters, including the graduate program and the Summer School. The committee also shall review, recommend, and, when designated by the University Faculty, make provision for the administration of experimental and special instructional programs throughout the University.

Members:

Deans of the Colleges

6 Faculty (2 from each of the academic groupings listed below)

4 Students (1 from each group, 1-at large)

(Group 1: Art, Classics, English, History, Japanese, Modern Languages, Music, Philosophy, Religion.
Group 2: Economics, Education, Political Science, Psychology, Sociology, Business Administration, Physical Education, Library.
Group 3: Biology, Chemistry, Geology and Geography, Mathematics, Physics, Engineering.)

3. Committee on Academic Schedule

The committee will recommend policy to arrange the schedules of the classes, laboratories, and final examinations regularly required in the curriculum. The committee will also prepare the annual University Calendar.

Members:

Provost
3 Faculty (at least one from each College)
Registrar
2 Students

4. Committee on Information Resources

The committee will recommend policies and budgetary allocations for the administration, growth, and coordination of the Library, Computer Center, the Office of Instructional Media, the Bookstore, Duplicating Services, and other information resources of the University.

Members:

Provost
Librarian
Director of Computer Center
Director of the University Bookstore
Director of the Center of Instructional Media
Supervisor of Duplicating Services
4 Faculty (at least 1 from each College)
4 Students

5. Committee on Student Admission and Financial Aid

The committee will regularly receive from the appropriate University officials full reports on the policies

governing the selection and admission of undergraduates to the University and the principles by which financial aid is awarded to undergraduates. The committee will study and evaluate these policies, and it may propose changes to improve them in accordance with the academic program of the Faculty. In this task the committee shall consult with the Faculty Committee on Academic Policy and Resources and the Senate Committee on General Policy and Resources. Joint committees may be formed for this purpose.

Members:

Provost

Deans (2) of the Colleges

7 Faculty (at least 2 from each College)

Directors of Admissions

Athletics

Counseling Service

Financial Aid

5 Students

6. Committee on Supplementary Activities

The committee will review and recommend policies guiding University-sponsored and registered offerings supplementary to the formal academic programs such as lecture series, and concert and film series. It will recommend policies and procedures governing the schedules of all supplementary offerings, including student activities.

The committee will recommend policies guiding such functions as Freshman Week, Homecoming, Parents' Weekend, Spring Convocation, and Commencement.

The committee will establish special subcommittees for each group of these functions and will review the programs planned by them.

Members:

5 Faculty

Dean, Student Affairs

Directors, Physical Plant
Student Programs
6 Students

The Calendaring Coordinator shall be a non-voting member.

7. Committee on Athletics

The committee will conduct a continuing review and evaluation of programs and policy in the areas of intramural and intercollegiate athletics. It will review the total budgetary needs in the area of intramural and intercollegiate athletics and will report these needs to the Committee on General Policy and Resources. In addition, it shall determine the needs and priorities of budgetary allotment among the programs within this area, as well as determining all policy considerations which will directly or indirectly affect such budgetary priorities. Included among these are policy considerations of recruitment, financial aid, and the scheduling of athletic events.

Members:

Director of Athletics
Dean of Student Affairs
3 Faculty (at least 1 from each College)
3 Students

8. Environmental Coordinating and Advisory Committee

The committee will review and make recommendations concerning all proposed changes which will substantially affect the physical environment of the University. It shall make recommendations regarding the formulation of environmental objectives for the University, suggesting specific means for reaching those objectives which it considers to be most readily attainable.

The committee will assist and cooperate with the Institute for Regional Affairs in promoting local and regional environmental programs and in publicizing the results of Bucknell's environmental progress. In addition, it will encourage and coordinate Faculty and

Student research into the various aspects of the University's role in the environment.

To facilitate the fulfillment of these responsibilities, the committee shall prepare and distribute a comprehensive analysis of the present status of the University as a functioning ecological system.

Members:

Director of Physical Plant
Director of Institute for Regional Affairs
7 Faculty
5 Students

9. Committee on University Services

The committee will review and recommend policies guiding the administration and growth of the Dispensary, Counseling Service, Dining Service, Placement Service, Conference Center, and banking, mail, telephone, and laundry services. The appropriate administrators of these services shall act as consultants to the committee.

Members:

Dean of Student Affairs
Vice President for Administration and Finance
3 Faculty
5 Students

10. Committee on Regulations

The Committee will review and recommend University Regulations and policies relating to the use of University buildings and grounds (excluding scheduling policies and procedures). The scope of its activities shall include regulations governing residence halls, vehicular traffic, and personal conduct within the confines of University property, as well as those regulations which limit the hours during which buildings are open for public use.

The Committee will insure that the principles and standards of the 1967 Joint Statement on the Rights and Freedoms of Students and the 1966 Statement on Professional Ethics of the AAUP will be used as guidelines.

Members:

Dean of Student Affairs
Vice President for Administration and Finance
2 Faculty
4 Students

11. Committee on Governance and Judicial Bodies

The committee will make periodic reviews of the governance and judicial structures of the University and propose changes with a view to improving the organization of the University's efforts to achieve its goals and carry out its policies.

Members:

Provost
3 Faculty
3 Students

VII. Termination of Standing Committees

Each standing committee listed below shall be terminated upon the implementation of this proposal: Faculty Advisory Committee, Student Affairs Committee, Commencement Activities, Freshman Week, Library, Nominations for Student Relations, Religious Program, Scheduling of University Events, Scholarships and Student Aid, Graduate Studies, Honors Council, Academic Regulations, Research, Sabbatical Leaves. At the appropriate time the chairmen of the committees listed above shall transmit to the responsible Senate and Faculty committees such matters as are in process of consideration. Transition from old to new committees will be coordinated by the Provost.

VIII. Ratification and Amendment Procedure

Ratification Procedure

There are five stages in the procedure to ratify the proposal for University Governance. In the event that no

proposal is ratified as here specified, the present mode of University governance shall be submitted for such approval. In the event that it also fails of ratification, the Governance Committee shall reconvene to formulate new recommendations. The present mode of governance shall continue in use until replaced in the authorized manner.

Stage No. 1: Faculty Consideration. The voting members of the Faculty of University shall consider the proposal. The Faculty may, by majority vote of those present and voting, amend the proposal and by a 2/3 vote accept the proposal. If the Faculty accepts the proposal, its action shall be forwarded to the Student Congress of the ABS.

Stage No. 2: Student Consideration. The Student Congress of the ABS shall conduct its consideration of the Faculty's action on the proposal in two steps. First, it shall hold a meeting to which all students of the University are invited to discuss the proposal, indicating approval or disapproval in part or in whole and presenting alternatives considered desirable. Second, the voting members of the Student Congress of the ABS shall, after the meeting, by majority vote of those present and voting, accept, amend, or reject the proposal. If the Student Congress of the ABS accepts the proposal as amended by the Faculty, the ratification process shall move to Stage No. 4. If the Student Congress of the ABS amends or rejects the proposal, the matter shall be forwarded to Conference Committee.

Stage No. 3: Conference Committee. A Conference Committee shall be formed to resolve differences. The Conference Committee shall be composed of 10 persons, five from the Faculty to be appointed by the Secretary of the Faculty and the Chairman of the Faculty Advisory Committee and five from the student body to be appointed by the President and Vice President of the Student Congress of the ABS. No student or faculty members of Governance Committees functioning after September 1, 1968 shall be on the Conference Committee.

Stage No. 4: Faculty and Student Referendum. The proposal, as accepted, amended, or revised during the preceding stages, shall be submitted to the Faculty and to the student body of the University for their acceptance or rejection. The

Faculty vote shall be by secret ballot at a regular meeting of the Faculty. The student vote shall be conducted by the Student Congress of the ABS. Acceptance by 2/3's of the Faculty voting and acceptance by a majority of the students voting shall be required for the ratification of the proposal. If the proposal is so accepted, it shall be forwarded to the President.

Stage No. 5: Presidential Approval. The proposal, accepted by two-thirds of the Faculty voting and by a majority of the students voting, shall be submitted to the Office of the President for review and approval.

Future Amendments to the Senate

Amendments to the University Senate may be proposed in one of the following ways:

1. By the Senate by majority vote of the members present and voting.
2. By the Faculty by a vote of the majority of the members voting on the question.
3. By the voting members of the Congress of the ABS by a vote of two-thirds of the members voting on the question.
4. By the President of the University.

The amendments will become effective upon receiving the approval of each of the following:

1. The Faculty by a two-thirds vote of the members voting on the question.
2. The ABS by a majority of those voting in a referendum of the student body.
3. The President of the University.

B. ORGANIZATION OF THE FACULTY AND ITS COMMITTEES

I. The Chairman of the Faculty will be elected by a majority of those voting in the first regular Faculty meeting after the adoption of this provision. The term of the Chairman shall be four years. (Note: the first election was held in May, 1972.)

II. There will be six standing committees of the Faculty. These committees will do routine work of investigation and deliberation in particular areas of the Faculty's functions and will report their findings to the Faculty.

1. Committee on Academic Policy and Resources

The committee will conduct a continuing review and evaluation of the University's programs of undergraduate and graduate instruction, and may propose to the Faculty changes and additions in it.

The committee will annually receive from the Provost reports on the allocation of the University's resources with particular reference to the program of instruction. It will also receive statements of needs and priorities made to the Provost by the departments and programs of instruction. On the basis of this information the committee will report to the Faculty its recommendations on priorities in the instructional budget.

In the event that should either the committee or the Faculty fail to make budgetary recommendations at appropriate times in the budget-making schedule, necessary decisions will be made by appropriate administrative officials.

The committee will also receive a summary of the general budget of the University after its adoption. It will review this budget with reference to its conformity to the recommendations of the Faculty.

Recommendations for individual salaries, promotions, staff additions, and particular non-

salary expenditures will be decided by the appropriate administrative officers in consultation with the chairmen or heads of the departments and programs involved.

The committee will elect its chairman from the Faculty membership.

Members:

Provost

Vice President for Administration and Finance

Deans of the Colleges

8 Faculty (at least 2 from each college)

3 Students

2. Committee on Academic Freedom and Tenure

This committee is elected by the University Faculty and is charged by the Faculty with responsibility for the investigation of any charge of violation of academic freedom or interference with tenure which may be brought to the attention of the committee. The committee may, upon its own volition, intervene with the administration. In the event that any such matter is not resolved to the satisfaction of the committee, it shall render a report to the Faculty.

By action of the Faculty on October 4, 1971, these duties were extended to include:

- a. investigating any charge of violation of academic freedom or interference with tenure which may be brought to the attention of the committee (Academic Organization, p. 25)
- b. reviewing and evaluating the criteria for judging the performance of tenured and non-tenured faculty¹

¹For the purposes of the operation of this committee, the faculty is to be defined as all ranked faculty (beginning

- c. reviewing, before final action² has been taken, the cases of all faculty members who have been notified by their department chairman, dean, the 'Provost, or other University official that their contracts might not be renewed, except in those cases in which the faculty member in question has requested in writing to the Provost that his case not be reviewed³

with the rank of instructor, but excluding lecturers, visiting faculty, and appointments to temporary positions) and the professional library staff.

²E.g., issuing of a letter of termination or final contract.

³This duty is intended to be consistent with the recommendation of Committee A of the AAUP: "Committee A believes that the basic function of the review committee should be to determine whether adequate consideration was given to the appropriate faculty body's decision and, if it determines otherwise, to request reconsideration by that body. It is easier to state what the standard 'adequate consideration' does not mean than to specify in detail what it does. It does not mean that the review committee should substitute its own judgment for that of members of the department on the merits of whether the candidate should be reappointed or given tenure. The conscientious judgment of the candidate's departmental colleagues must prevail if the invaluable tradition of departmental autonomy and professional judgments is to prevail. The term 'adequate consideration' refers essentially to procedural rather than substantive issues: Was the decision conscientiously arrived at? Was all available evidence bearing on the relevant performance of the candidate sought out and considered? Was there adequate deliberation by the department over the import of the evidence in the light of the relevant standards? Were irrelevant and improper standards excluded from consideration? Was the decision a bona fide exercise of professional academic judgment? These are kinds of questions suggested by the standard 'adequate, consideration.'"

- d. advising the Provost and the deans of the colleges concerning such charges or cases
- e. reporting to the Faculty in the event that such charges or cases are not resolved to the satisfaction of the Committee.

The membership of the committee consists of 5 tenured (one from each college and three at large) and 4 non-tenured faculty (one from each college and two at large) at the time of their election.

3. Committee on Honorary Degrees

With the approval of the Faculty the Committee will recommend to the Board of Trustees that specified honorary degrees be granted by the University.

The Committee will receive suggestions for honorary degrees presented to it by members of the University community and submit to the Faculty for action those names the Committee deems advisable. Committee recommendations shall be limited to not more than five persons each year, except in unusual circumstances. One month after the list of candidates for honorary degrees is presented to the Faculty, each name will be voted upon separately by secret ballot.

Members:

President

6 Faculty (one from each of following groups and one at-large)

Group I: Classics, History, Japanese, Modern Languages, Religion, Philosophy, Library; Group II: Art, English, Music; Group III: Management, Economics, Education, Political Science, Psychology, Sociology and Anthropology, Physical Education; Group IV: Biology, Chemistry, Computer Science, Geology and Geography, Mathematics and Astronomy,

Physics; Group V: Chemical Engineering, Civil Engineering, Electrical Engineering, Mechanical Engineering

4. Committee on Scholarly Development

The committee shall concern itself with procedures and policies to facilitate and encourage faculty scholarship and other matters as pertaining to the scholarly concerns of the Faculty; it shall administer the programs for sabbatical leaves, education leaves, and the allocation of University funds for faculty scholarship and research.

Members:

9 Faculty (including 2 from each College)

5. Committee on Elections and Membership

The committee will administer all elections of Faculty to the Senate and to standing committees of which Faculty are members, maintaining records on committee membership to assure that committee work is distributed effectively and efficiently. The committee will conduct a continuing review of the committee system of the Faculty, and will review the operation of the Senate at least every two years.

Members:

7 Faculty from the College of Arts and Sciences
2 Faculty from the College of Engineering

6. Committee on International Education

It is becoming increasingly evident to many in the Bucknell community that coordination of the University's effort in the area of international education is imperative. A committee is needed to provide communication and centralization of problems ranging from forming a policy to direct the Uni-

versity's involvement in the general concept of such education, to establishing specific administrative procedures on housing.

Major problems which need committee consideration are exchange programs for both foreign and American students and foreign and American faculty, recommendations as to the University's financial commitments to international education, and a continuing review of trends in higher education affecting international education. Contacts with agencies interested in international education are now scattered throughout the University. Such activities as campus lectures, weekend programs, and interaction between the University and the community require more centralized planning to be effective.

The Committee will have the following responsibilities:

1. Make recommendations regarding a University policy on international education.
2. Serve as a central body for co-ordination of the activities relating to all phases of international education that exist in various offices, departments and other committees in the University.
3. Recommend the establishment of mechanisms to handle new problems as needed.

The Committee will consist of four faculty members, four student members including at least one graduate student, the Foreign Student Adviser, the Director of Admissions, the Director of Graduate Studies and the Academic Deans.

III. Election Procedures

All faculty members of standing committees of the Faculty except the Faculty Committee on Elections and Membership shall be elected for two-year terms by the University Faculty from slates of nominees prepared by the

University Faculty from slates of nominees prepared by the Faculty Committee on Elections and Membership and supplemented by nominations from the floor of regularly scheduled meetings of the University Faculty. Such elections will be conducted by mail ballot according to the following schedule:

<u>Committee</u>	<u>Election</u>	<u>Assume Office</u>
Academic Policy	October	November
Freedom and Tenure	November	December
Honorary Degrees	December	February
Scholarly Development	February	March
International Education	April	September
Membership	May	July

Committees shall elect their chairmen. No member of the Faculty may be a member of more than one standing committee of the Faculty. Faculty members may stand for reelection to a committee, but no faculty member may serve for more than four consecutive years on the same standing committee.

Members of the Faculty Committee on Elections and Membership shall be nominated and elected from and by each college. Nominations shall be made from the floor of an April meeting of each college and election shall be by mail ballot in May. The Secretary of the University Faculty and the secretaries of the faculties of the respective colleges shall serve as tellers for the election.

All standing committees of the Faculty shall keep formal minutes. Copies of minutes shall be kept on file by the Provost's Office for a minimum of three years. Committees shall report fully to the University Faculty and to the Officers of the University Senate on their activities at least once each semester. Reports may be in written form and distributed through the campus mail or delivered orally at a meeting of the Faculty.

For the initial election of members to Faculty Committees, the number of nominees for each vacancy shall be a minimum of two. Those elected shall use some chance procedure to determine who shall serve one-year and who shall serve two-year terms.

C. ELECTION OF CHAIRMEN

The selection of departmental chairmen shall be made every four years (in 1974, 1978, etc.) according to the departmental option set forth in the approved ballot form. The ballot form for the selection of chairmen of departments of instruction shall be the following:

VOTE FOR I OR II. IN EITHER CASE INDICATE
THE NAME OF YOUR CHOICE FOR
DEPARTMENT CHAIRMAN.

I

I favor appointment by the Dean of the College.

II

I favor election.

In case of election or appointment, my choice for chairman of the Department of _____ would be _____

This ballot is to be mailed to each member of the Faculty in May once every four years soliciting his preference for the election or appointment of his candidate for the office of chairman. Each member of the Faculty makes his selection for the chairman of the department in which he, the member, does the greatest amount of his teaching.

Ballots are to be prepared under the direction of the Provost and mailed to members of the Faculty by the second Tuesday in May, beginning in 1958 and every four years

thereafter. The ballots are secret and are to be returned in sealed envelopes to the Registrar of the University on or before the third Tuesday of May. The Registrar and the Secretary of the Faculty shall count the ballots and report the results to the Provost. A list of elected or appointed departmental chairmen, who will take office officially on the first of July, will be published promptly.

In the event that no candidate receives a majority of the votes cast (when a preference for selection by election has been chosen by the majority of the persons voting), there shall be a second election. In the event that no candidate receives a majority of the votes cast in the second election, a third election shall be held to decide which of the two candidates receiving the largest numbers of votes in the second election shall become chairman, a tie in the third election to be broken by the decision of the dean of the college involved.

Chairmen take office on July 1 following their election or appointment and serve a four-year term, unless for any reason they cannot complete the term of office. Vacancies in the office of chairman shall be filled by appointment by the dean of the college after consultation with the members of the department concerned.

D. AAUP 1940 STATEMENT OF PRINCIPLES ON ACADEMIC FREEDOM AND TENURE

The purpose of this statement is to promote public understanding and support of academic freedom and tenure and agreement upon procedures to assure them in colleges and universities. Institutions of higher education are conducted for the common good and not to further the interest of either the individual teacher⁴ or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

⁴The word "teacher" as used in this document is understood to include the investigator who is attached to an academic institution without teaching duties.

Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Tenure is a means to certain ends; specifically: (1) Freedom of teaching and research and of extramural activities and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

Academic Freedom

a. The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his other academic duties; but research for pecuniary return should be based upon an understanding with the authorities of the institution.

b. The teacher is entitled to freedom in the classroom in discussing his subject, but he should be careful not to introduce into his teaching controversial matter which has no relation to his subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of the appointment.

c. The college or university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he speaks or writes as a citizen, he should be free from institutional censorship or discipline, but his special position in the community imposes special obligations. As a man of learning and an educational officer, he should remember that the public may judge his profession and his institution by his utterances. Hence he should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he is not an institutional spokesman.

Academic Tenure

a. After the expiration of a probationary period, teachers or investigators should have permanent or continuous tenure, and their service should be terminated only for adequate cause, except in the case of retirement for age, or under extraordinary circumstances because of financial exigencies.

In the interpretation on this principle it is understood that the following represents acceptable academic practice:

1. The precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated.

2. Beginning with appointment to the rank of full-time instructor or a higher rank, the probationary period should not exceed seven years, including within this period full-time service in all institutions of higher education; but subject to the proviso that when, after a term of probationary service of more than three years in one or more institutions, a teacher is called to another institution it may be agreed in writing that his new appointment is for a probationary period of not more than four years, even though thereby the person's total probationary period in the academic profession is extended beyond the normal maximum of seven years. Notice should be given at least one year prior to the expiration of the probationary period if the teacher is not to be continued in service after the expiration of that period.

3. During the probationary period a teacher should have the academic freedom that all other members of the faculty have.

4. Termination for cause of a continuous appointment, or the dismissal for cause of a teacher previous to the expiration of a term appointment, should, if possible, be considered by both a faculty committee and the governing board of the institution. In all cases where the facts are in dispute, the accused teacher should be informed before

the hearing in writing of the charges against him and should have the opportunity to be heard in his own defense by all bodies that pass judgment upon his case. He should be permitted to have with him an adviser of his own choosing who may act as counsel. There should be a full stenographic record of the hearing available to the parties concerned. In the hearing of charges of incompetence the testimony should include that of teachers and other scholars, either from his own or from other institutions. Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries for at least a year from the date of notification of dismissal whether or not they are continued in their duties at the institution.

5. Termination of a continuous appointment because of financial exigency should be demonstrably bona fide.

Interpretations

At the conference of representatives of the American Association of University Professors and of the Association of American Colleges on November 7-8, 1940, the following interpretations of the 1940 Statement of Principles on Academic Freedom and Tenure were agreed upon:

1. That its operation should not be retroactive.
2. That all tenure claims of teachers appointed prior to the endorsement should be determined in accordance with the principles set forth in the 1925 Conference Statement on Academic Freedom and Tenure.
3. If the administration of a college or university feels that a teacher has not observed the admonitions of Paragraph (c) of the section on *Academic Freedom* and believes that the extramural utterances of the teacher have been such as to raise grave doubts concerning his fitness for his position, it may proceed to file charges under Paragraph (a) (4) of the section on *Academic Tenure*. In pressing such charges the administration should remember that teachers are citizens and should be accorded the freedom of citizens. In such cases

the administration must assume full responsibility and the American Association of University Professors and the Association of American Colleges are free to make an investigation.

E. AAUP 1968 RECOMMENDED INSTITUTIONAL REGULATIONS ON ACADEMIC FREEDOM AND TENURE

Foreword

These regulations are designed to enable the [named institution] to protect academic freedom and tenure and the requirements of academic due process. The principles implicit in these regulations are for the benefit of all who are involved with or are affected by the policies and programs of the institution. A college or university is a marketplace of ideas, and it cannot fulfill its purposes of transmitting, evaluating, and extending knowledge if it requires conformity with any orthodoxy of content and method. In the words of the United States Supreme Court, "Teachers and students must always remain free to inquire, to study and to evaluate, to gain new maturity and understanding; otherwise our civilization will stagnate and die."

1. *Statement of Terms of Appointment*

- (a) The terms and conditions of every appointment to the faculty will be stated or confirmed in writing, and a copy of the appointment document will be supplied to the faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notices incumbent upon either party to provide, will be stated or confirmed in writing and a copy will be given to the faculty member.
- (b) With the exception of special appointments clearly limited to a brief association with the institution, and reappointments of retired faculty members on special conditions, all full-time appointments to the rank of instructor or higher are of two kinds: (1) probationary appointments; (2) appointments with continuous tenure.

- (c) Except for faculty members who have tenure status, every person with a teaching or research appointment of any kind will be informed each year in writing of his appointment and of all matters relative to his eligibility for the acquisition of tenure.

2. Probationary Appointments

- (a) Probationary appointments may be for one year, or for other stated periods, subject to renewal. The total period of full-time service prior to the acquisition of continuous tenure will not exceed ___ years,⁵ including all previous full-time service with the rank of instructor or higher in other institutions of higher learning, [except that the probationary period may extend to as much as four years, even if the total full-time service in the profession thereby exceeds seven years; the terms of such extension will be stated in writing at the time of initial appointment.]⁶ Except as provided in Regulation 12, time spent on leave of absence will count as probationary period service, unless the individual and institution agree to the contrary at the time leave is granted.
- (b) Regardless of the stated term of other provisions of any appointments, written notice that a probationary appointment is not to be renewed will be given to the faculty member in advance of the expiration of his appointment, as follows: (1) Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination; (2) not later than December 15 of the second academic

⁵[Under the 1940 Statement of Principles on Academic Freedom and Tenure, this period may not exceed seven years.]

⁶[The exception here noted applies only to an institution whose maximum probationary period exceeds four years.]

year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination; (3) at least twelve months before the expiration of an appointment after two or more years of service at the institution. The institution will normally notify faculty members of the terms and conditions of their renewals by March 15, but in no case will such information be given later than 7

3. Termination of Appointment by the Faculty Member

A faculty member may terminate his appointment effective at the end of an academic year, provided that he gives notice in writing at the earliest possible opportunity, but not later than May 15, or 30 days after receiving notification of the terms of his appointment for the coming year, whichever date occurs later. The faculty member may properly request a waiver of this requirement of notice in case of hardship or in a situation where he would otherwise be denied substantial professional advancement or other opportunity.

4. Termination of Appointments by the Institution

- (a) Termination of an appointment with continuous tenure, or of a special or probationary appointment before the end of the specified term, may be effected by the institution only for adequate cause.
- (b) If termination takes the form of a dismissal, it will be pursuant to the procedure specified in Regulation 5.
- (c) Where termination of appointment is based upon financial exigency, or bona fide discontinuance of a program or department of instruction, Regulation 5 will not apply, but faculty members

⁷[April 15 is the recommended date.]

shall be able to have the issues reviewed by the faculty, or by the faculty's grievance committee, with ultimate review of all controverted issues by the governing board. In every case of financial exigency or discontinuance of a program or department of instruction, the faculty member concerned will be given notice as soon as possible, and never less than 12 months' notice, or in lieu thereof he will be given severance salary for 12 months. Before terminating an appointment because of the abandonment of a program or department of instruction, the institution will make every effort to place affected faculty members in other suitable positions. If an appointment is terminated before the end of the period of appointment, because of financial exigency, or because of the discontinuance of a program of instruction, the released faculty member's place will not be filled by a replacement within a period of two years, unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline it.

- (d) Termination of a tenured appointment, or of a non-tenured or special appointment before the end of the period of appointment, for medical reasons, will be based upon clear and convincing medical evidence which shall, if the faculty member so requests, be reviewed by the Faculty Committee on Academic Freedom and Tenure [or whatever title it may have] before a final decision is made by the governing board on the recommendation of the President of the institution.

5. *Dismissal Procedures*

- (a) Adequate cause for a dismissal will be related, directly and substantially, to the fitness of the faculty member in his professional capacity as a teacher or researcher. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or other rights of American citizens.

(b) Dismissal of a faculty member with continuous tenure, or with a special or probationary appointment before the end of the specified term, will be preceded by: (1) discussions between the faculty member and appropriate administrative officers looking toward a mutual settlement; (2) informal inquiry by the duly elected faculty committee [insert name of committee] which may, failing to effect an adjustment, determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon the President; (3) a statement of charges, framed with reasonable particularity by the President or his delegate.

(c) A dismissal, as defined in Regulation 5 (a), will be preceded by a statement of reasons, and the individual concerned will have the right to be heard initially by the elected faculty hearing committee [insert name of committee].⁸ A member will remove himself from the case, either at the request of a party or on his own initiative, if he deems himself disqualified for bias or interest. Each party will have a maximum of two challenges without stated cause.⁹

(1) Service of notice of hearing with specific charges in writing will be made at least 20 days prior to the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. If the faculty member waives a hearing, but denies the charges against him or

⁸[This committee should not be the same as the committee referred to in Regulation (5b) (2).]

⁹[Regulations of the institution should provide for alternates, or for some other method of filling vacancies on the hearing committee resulting from disqualification, challenge without stated cause, illness, resignation, or any other reason.]

asserts that the charges do not support a finding of adequate cause, the hearing tribunal will evaluate all available evidence and rest its recommendation upon the evidence in the record.

- (2) The committee, in consultation with the President and the faculty member, will exercise its judgment as to whether the hearing should be public or private.
- (3) During the proceedings the faculty member will be permitted to have an academic advisor and counsel of his own choice.
- (4) At the request of either party or the hearing committee, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer.
- (5) A verbatim record of the hearing or hearings will be taken and a typewritten copy will be made available to the faculty member without cost to him, at his request.
- (6) The burden of proof that adequate cause exists rests with the institution, and shall be satisfied only by clear and convincing evidence in the record considered as a whole.
- (7) The hearing tribunal will grant adjournments to enable either party to investigate evidence as to which a valid claim of surprise is made.
- (8) The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence, and the administration of the institution will, insofar as it is possible for it

to do so, secure the cooperation of such witnesses and make available necessary documents and other evidence within its control.

- (9) The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witness cannot or will not appear, but the committee determines that the interests of justice require admission of his statement, the committee will identify the witness, disclose his statement and if possible provide for interrogatories.
- (10) In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this or other institutions of higher education.
- (11) The hearing committee will not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.
- (12) The findings of fact and the decision will be based solely on the hearing record.
- (13) Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by either the faculty member or administrative officers will be avoided so far as possible until the proceedings have been completed, including consideration by the governing board of the institution. The President and the faculty member will be notified of the

decision in writing and will be given a copy of the record of the hearing.

- (14) If the hearing committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the President. If the President rejects the report, he will state his reasons for doing so, in writing, to the hearing committee and to the faculty member, and provide an opportunity for response before transmitting the case to the governing board. If the hearing committee concludes that adequate cause for a dismissal has been established, but that an academic penalty less than dismissal would be more appropriate, it will so recommend, with supporting reasons.

6. *Action by the Governing Board*

If dismissal or other penalty is recommended, the President will, on request of the faculty member, transmit to the governing board the record of the case. The governing board's review will be based on the record of the committee hearing, and it will provide opportunity for argument, oral or written or both, by the principals at the hearing or by their representatives. The decision of the hearing committee will either be sustained, or the proceeding returned to the committee with specific objections. The committee will then reconsider, taking into account the stated objections and receiving new evidence if necessary. The governing board will make a final decision only after study of the committee's reconsideration.

7. *Suspensions*

Until the final decision upon termination of an appointment has been reached, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to himself or others is threatened by his continuance. Before suspending a faculty member, pending

an ultimate determination of his status through the institution's hearing machinery, the administration will consult with the Faculty Committee on Academic Freedom and Tenure [or whatever other title it may have]. Suspension is appropriate only pending a hearing; a suspension which is intended to be final is a dismissal, and will be dealt with as such. Salary will continue during the period of suspension.

8. *Terminal Salary or Notice*

If the appointment is terminated, the faculty member will receive his salary or notice in accordance with the schedule of notice to which he is entitled under Regulation 2 (b), or, if he has tenure, for at least one year. This provision for terminal notice or salary need not apply in the event that there has been a finding that the conduct which justified dismissal involved moral turpitude. On the recommendation of the faculty hearing committee or the President, the governing board, in determining what, if any, payments will be made beyond the effective date of dismissal, may take into account the length and quality of service of the faculty member.

9. *Academic Freedom*

All members of the faculty, whether tenured or not, are entitled to academic freedom as set forth in the 1940 Statement of Principles on Academic Freedom and Tenure, formulated by the Association of American Colleges and the American Association of University Professors.

10. *Academic Freedom of Nontenured Faculty*

If a faculty member on probationary or other nontenured appointment alleges that considerations violative of academic freedom significantly contributed to a decision not to reappoint him, his allegation will be given preliminary consideration by the [insert name of committee], which will seek to settle the matter by informal methods. His allegation shall be accompanied by a statement that he agrees to the presentation, for the consideration of the faculty committees, of such reasons and evidence as the institution may allege in support of its decision. If the difficulty

is unresolved at this stage, and if the committee so recommends, the matter will be heard in the manner set forth in Regulations 5 and 6, except that the faculty member making the complaint is responsible for stating the grounds upon which he bases his allegations, and the burden of proof shall rest upon him. If he succeeds in establishing a *prima facie* case, it is incumbent upon those who made the decision not to reappoint him to come forward with evidence in support of their decision.

11. *Administrative Personnel*

The foregoing regulations apply to administrative personnel who hold academic rank, but only in their capacity as faculty members. Where an administrator alleges that a consideration violative of academic freedom significantly contributed to a decision to terminate his appointment to his administrative post, or not to reappoint him, he is entitled to the procedures set forth in Regulation 10.

12. *Political Activities of Faculty Members*

Faculty members, as citizens, are free to engage in political activities. Where necessary, leaves of absence may be given for the duration of an election campaign or a term of office, on timely application, and for a reasonable period of time. The terms of such leave of absence shall be set forth in writing, and the leave will not affect unfavorably the tenure status of a faculty member, except that time spent on such leave will not count as probationary service unless otherwise agreed to.¹⁰

[NOTE. Regulations 13, 14, and 15 are suggested in tentative form, and will require adaptation to the specific structure and operations of the institution; the provisions as recommended here are intended only to indicate the nature of the provisions to be included and not to offer specific detail.]

¹⁰[See the Association's Statement on Professors and Political Activity.]

13. Graduate Student Academic Staff

- (a) In no case will a graduate or teaching assistant be dismissed without having been provided with a statement of reasons and an opportunity to be heard before a duly constituted committee. (A dismissal is a termination before the end of the period of appointment.)
- (b) With respect to the nonreappointment of a graduate or teaching assistant who establishes a *prima facie* case to the satisfaction of a duly constituted committee that a consideration violative of academic freedom significantly contributed to the nonreappointment, he will be given a statement of reasons by those responsible for the nonreappointment and an opportunity to be heard by the committee.

14. Other Academic Staff

- (a) In no case will a member of the academic staff¹¹ who is not otherwise protected by the preceding regulations which relate to dismissal proceedings be dismissed without having been provided with a statement of reasons and an opportunity to be heard before a duly constituted committee. (A dismissal is a termination before the end of the period of appointment.)
- (b) With respect to the nonreappointment of a member of such academic staff who establishes a *prima facie* case to the satisfaction of a duly constituted committee that a consideration violative of academic freedom significantly contributed to the nonreappointment, he will be given a statement of reasons by those responsible for the nonreappointment and an opportunity to be heard by the committee.

¹¹[Each institution should define with particularity who are members of the academic staff.]

15. *Grievance Procedure*

If any faculty member feels that he has cause for grievance in any matter other than dismissal proceedings -- such matters as salaries, assignment of teaching duties, assignment of space or other facilities, and propriety of conduct -- he may petition the elected faculty grievance committee [here name the committee] for redress. The petition shall set forth in detail the nature of the grievance and shall state against whom the grievance is directed. It shall contain any factual or other data which the petitioner deems pertinent to his case. The committee will have the right to decide whether or not the facts merit a detailed investigation. Submission of a petition will not automatically entail investigation or detailed consideration thereof. The committee may seek to bring about a settlement of the issue satisfactory to the parties. If in the opinion of the committee such a settlement is not possible or is not appropriate, the committee will report its findings and recommendations to the petitioner and to the appropriate administrative officer and faculty body [here identify], and the petitioner will, at his request, be provided an opportunity to present his case to them.

The grievance committee will consist of three [or some other number] members of the faculty who have tenure and who are elected at large. No department chairman or administrative officer shall serve on the committee.

Note on Implementation

The Recommended Institutional Regulations here presented will require for their implementation a number of structural arrangements and agencies. For example, the Regulations will need support by:

- (a) channels of communication between all the involved components of the institution, and between them and a concerned faculty member,
- (b) definitions of corporate and individual faculty status within the college or university government, and of the role of the faculty in decisions relating to academic freedom and tenure,

- (c) appropriate procedures for the creation and operation of faculty committees, with particular regard to the principles of faculty authority and responsibility.

The forms which these supporting elements assume will of course vary from one institution to another. Consequently, no detailed description of the elements is attempted in these Recommended Institutional Regulations. With respect to the principles involved, guidance will be found in the 1966 Statement on Government of Colleges and Universities, jointly formulated by the American Council on Education, the Association of Governing Boards of Universities and Colleges, and the American Association of University Professors.

F. AAUP PROCEDURAL STANDARDS IN THE RENEWAL OR NONRENEWAL OF FACULTY APPOINTMENTS¹²

Introduction

The steady growth in the number of institutions new to college and university traditions, and in the number of probationary faculty members, has underscored the need for adequate procedures in reaching decisions on faculty renewals and for the protection of the probationary faculty member against decisions either in violation of his academic freedom or otherwise improper. Related to this need has been a heightened interest in providing the faculty member with a written statement of reasons for a decision not to offer him reappointment or to grant him tenure. At the Association's Fifty-fifth Annual Meeting, held on April 30 and May 1, 1969, a motion was adopted urging Committee A

...to consider adoption of the position that notice of nonreappointment of probationary faculty be given in writing and that it include the reasons for the termination of the appointment. In any allegation that the

¹²These procedures do not apply to special appointments, clearly designated in writing at the outset as involving only a brief association with the institution for a fixed period of time.

reasons are false, or unsupported by the facts, or violative of academic freedom or procedures, the proof should rest with the faculty member.

The position which the Annual Meeting urged Committee A to consider had been the primary topic of discussion at the December 14-15, 1968, meeting of the Committee A Subcommittee on Nontenured Faculty, and it was discussed at length again at the subcommittee's meeting on October 11, 1969, at the regular Committee A meetings of April 27-28 and October 29-30, and at a special meeting of Committee A on January 9-10, 1970. The present statement embodies the consensus arrived at during those meetings.

It has long been the Association's position, as stated in The Standards for Notice of Nonreappointment, that "notice of nonreappointment, or of intention not to recommend reappointment to the governing board, should be given in writing." Although the Association has not attempted to discourage the giving of reasons, either orally or in writing, for a notice of nonreappointment, it has not required that reasons be given.

In considering this question, Committee A endeavored to appraise the advantages and disadvantages of the Association's present policy and the proposed policy in terms of the Association's traditional concern for the welfare of higher education and its various components, including probationary faculty members. The committee also examined the question of giving reasons in the context of the entire probationary period. As a result, this statement goes beyond the question of giving reasons to the more fundamental subject of general fairness in the procedures related to renewal or nonrenewal of term appointments and the granting of tenure.

Statement

The Probationary Period: Standards and Criteria

The 1940 Statement of Principles on Academic Freedom and Tenure prescribes that "during the probationary period a teacher should have the academic freedom that all other

members of the faculty have." A number of the nontenured faculty member's rights provide support for his academic freedom. He cannot, for example, be dismissed before the end of a term appointment except for adequate cause which has been demonstrated through academic due process -- a right he shares with tenured members of the faculty. If he asserts that he has been given notice of nonreappointment in violation of academic freedom, he is entitled to an opportunity to establish his claim in accordance with Section 10 of Committee A's *Recommended Institutional Regulations*. He is entitled to timely notice of nonreappointment in accordance with the schedule prescribed in the statement on *The Standards for Notice of Nonreappointment*.¹³

Lacking the reinforcement of tenure, however, the academic freedom of the probationary faculty member has depended primarily upon the understanding and support of his faculty colleagues, the administration, and professional organizations, especially the Association. In the 1966 Statement on Government of Colleges and Universities, the Association, and other sponsoring organizations have asserted that "faculty status and related matters are primarily a faculty responsibility; this area includes appointments, reappointments, decisions not to reappoint, promotions, the granting

¹³The Standards for Notice are as follows:

- (1) Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.
- (2) Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
- (3) At least twelve months before the expiration of an appointment after two or more years in the institution.

of tenure, and dismissal." It is Committee A's view that collegial deliberation of the kind envisioned by the Statement on Government will minimize the risk both of a violation of academic freedom and of a decision which is arbitrary or based upon inadequate consideration.

Frequently the young faculty member has had no training or experience in teaching, and his first major research endeavor may still be uncompleted at the time he starts his career as a college teacher. Under these circumstances, it is particularly important that there be a probationary period -- a maximum of seven years under the 1940 Statement of Principles on Academic Freedom and Tenure -- before tenure is granted. Such a period gives the individual time to prove himself, and his colleagues time to observe and evaluate him on the basis of his performance in the position rather than on the basis only of his education, training, and recommendations.

Good practice requires that the institution (department, college, or university) define its criteria for reappointment and tenure and its procedures for reaching decisions on these matters. The 1940 Statement of Principles prescribes that "the precise terms and conditions of every appointment should be stated in writing and be in the possession of both institution and teacher before the appointment is consummated." Committee A also believes that fairness to the faculty member prescribes that he be informed, early in his appointment, of the substantive and procedural standards which will be followed in determining whether or not his appointment will be renewed or tenure will be granted.

We accordingly make the following recommendation:

1. *Criteria and Notice of Standards.* The faculty member should be advised, early in his appointment, of the substantive and procedural standards generally employed in decisions affecting renewal and tenure. Any special standards adopted by his department or school should also be brought to his attention.

The Probationary Period: Evaluation and Decision

The relationship of the senior and junior faculty should be one of collegueship, even though the nontenured faculty member knows that in time he will be judged by his senior colleagues. Thus the procedures adopted for evaluation and possible notification of nonrenewal should not endanger this relationship where it exists, and should encourage it where it does not. The nontenured faculty member should have available to him the advice and assistance of his senior colleagues; and the ability of senior colleagues to make a sound decision on renewal or tenure will be enhanced if an opportunity is provided for a regular review of the qualifications of nontenured faculty members. Total separation of the faculty roles in counseling and evaluation may not be possible and may at times be unproductive: for example, an evaluation, whether interim or at the time of final determination of renewal or tenure, can be presented in such a manner as to assist the nontenured faculty member as he strives to improve his performance.

Any recommendation regarding renewal or tenure should be reached by an appropriate faculty group in accordance with procedures approved by the faculty. Because it is important both to the faculty member and the decision-making body that all significant information be considered, he should be notified that a decision is to be made regarding renewal of his appointment or the granting of tenure and should be afforded an opportunity to submit material in writing which he believes to be relevant to that decision.

We accordingly make the following recommendations:

2. (a) *Periodic Review*. There should be provision for periodic review of the faculty member's situation during the probationary service.
2. (b) *Opportunity To Submit Material*. The faculty member should be advised of the time when decisions affecting renewal and tenure are ordinarily made, and he should be given the opportunity to submit material which he believes will be helpful to an adequate consideration of his circumstances.

Observance of the practices and procedures outlined above should minimize the likelihood of reasonable complaint if the nontenured faculty member is given notice of nonreappointment. He will have been informed of the criteria and procedures for renewal and tenure; he will have been counseled by faculty colleagues; he will have been given an opportunity to have all material relevant to his evaluation considered; and he will have received a timely decision representing the view of faculty colleagues.

Notice of Reasons

With respect to giving reasons for a notice of nonreappointment, practice varies widely from institution to institution, and sometimes within institutions. At some, in accordance with the institution's regulations, the faculty member is provided with a written statement of the reasons. At others, generally at the discretion of the department chairman, he is notified of the reasons, either orally or in writing, if he requests such notification. At still others, no statement of reasons is provided even upon request, although information is frequently provided informally by faculty colleagues.

Resolving the question of whether a faculty member should be given a statement of reasons; at least if he requests it, requires an examination of the needs both of the institution and of the individual faculty member.

A major responsibility of the institution is to recruit and retain the best qualified faculty within its means. In a matter of such fundamental importance, the institution, through the appropriate faculty agencies, must be accorded the widest latitude consistent with academic freedom and the standards of fairness. Committee A recognizes that the requirement of giving reasons may lead, however erroneously, to an expectation that the decision-making body must justify its decision. A notice of nonreappointment may thus become confused with dismissal for cause, and under these circumstances the decision-making body may become reluctant to reach adverse decisions which may culminate in grievance procedures. As a result there is a risk that the important distinction between tenure and probation will be eroded.

To be weighed against these important institutional concerns are the interests of the individual faculty member. He may be honestly unaware of the reasons for a negative decision, and the decision may be based on a judgment of shortcomings which he could easily remedy if informed of them. A decision not to renew an appointment may be based on erroneous information which the faculty member could readily correct if he were informed of the basis for the decision. Again, the decision may be based on considerations of institutional policy or program development which have nothing to do with the faculty member's competence in his field, and if not informed of the reasons he may mistakenly assume that a judgment of inadequate performance on his part has been made. In the face of a persistent refusal to supply the reasons, a faculty member may be more inclined to attribute improper motivations to the decision-making body or to conclude that its evaluation has been based upon inadequate consideration. If he wishes to request a reconsideration of the decision, or a review by another body, his ignorance of the reasons for the decision will create difficulties both in reaching a decision whether to initiate such a request and in presenting his case for reconsideration or review.

After careful evaluation of these competing concerns, Committee A has concluded that the reasons in support of the faculty member's being informed outweigh the countervailing risks. Committee A emphasizes that in reaching this conclusion it does not consider it appropriate to require that every notice of nonreappointment be accompanied by a written statement of the reasons for nonreappointment. It may not always be to the advantage of the faculty member to be informed of the reasons, particularly in writing. If he is informed of them, he can be placed under an obligation to divulge them to the appointing body of another institution if it inquires why he is leaving his present position. Similarly, a written record is likely to become the basis for continuing responses by his former institution to prospective appointing bodies and may thus jeopardize his chances for obtaining positions over an extended period.

At many institutions, moreover, the procedures of evaluation and decision may make it difficult, if not

impossible, to compile a statement of reasons which precisely reflects the basis of the decision. When a number of faculty members participate in the decision, they may oppose a reappointment for a variety of reasons, few or none of which may represent a majority view. To include every reason, no matter how few have held it, in a written statement to the faculty member may misrepresent the general view and damage unnecessarily both the faculty member's morale and his professional future.

In many situations, of course, a decision not to reappoint will not reflect adversely upon the faculty member. An institution may, for example, find it necessary for financial or other reasons to restrict its offerings in a given department. A number of institutions appoint more faculty members than they expect to give tenure; at such institutions a limit has been placed on the number of faculty at each rank, and the acquisition of tenure depends not only upon satisfactory performance but also upon an opening in the ranks above instructor or assistant professor. Nonrenewal in these cases is not likely to be psychologically damaging or to suggest a serious adverse judgment.

In these situations, providing a statement of reasons, either written or oral, should pose no difficulty, and such a statement may in fact assist the faculty member in his search for a new position. In other situations, in spite of his awareness of the considerations cited above, the faculty member may ask to be advised of the reasons which contributed to his nonreappointment, and Committee A believes that he should be given such advice. It believes also that he should have the opportunity to request a reconsideration by the decision-making body.

We accordingly make the following recommendation:

3. *Notice of Reasons.* In the event of a decision not to renew his appointment, the faculty member should be informed of the decision in writing, and, if he so requests, he should be advised of the reasons which contributed to that decision. He should also have the opportunity to request a reconsideration by the decision-making body.

Written Reasons

Having been given orally the reasons which contributed to his nonreappointment, the faculty member, to avoid misunderstanding, may request that they be confirmed in writing. He may wish to petition the appropriate faculty committee, in accordance with Section 10 of Committee A's *Recommended Institutional Regulations*, to consider an allegation that the reasons he was given violate his academic freedom, or that the primary reasons for the notice of nonreappointment were not stated and constitute a violation of his academic freedom. He may wish to petition a committee, in accordance with Section 15 of the *Recommended Institutional Regulations*, to consider a complaint that the decision resulted from inadequate consideration and was therefore unfair to him. He may feel that a written statement of reasons may be useful to him in pursuing his professional career.

If the department chairman or other appropriate institutional officer to whom the request is made feels that confirming the oral statement in writing may be damaging to the faculty member on grounds such as those cited earlier in this statement, Committee A believes that it would be desirable for him to explain the possible adverse consequences of confirming the oral statement in writing. If in spite of this explanation the faculty member continues to request a written statement, Committee A believes that his request should be honored.

We accordingly make the following recommendation:

4. *Written Reasons.* If the faculty member expresses a desire to petition the grievance committee (such as is described in Sections 10 and 15 of Committee A's *Recommended Institutional Regulations*), or any other appropriate committee, to use its good offices of inquiry, recommendation, and report, or if he makes the request for any other reason satisfactory to himself alone, he should have the reasons given in explanation of the nonrenewal confirmed in writing.

Review Procedures: Allegations of Academic Freedom Violations

The best safeguard against a proliferation of grievance petitions on a given campus is the observance of sound principles and procedures of academic freedom and tenure and of institutional government. Committee A believes that observance of the procedures recommended in this statement -- procedures which would provide guidance to nontenured faculty members, help assure them of a fair professional evaluation, and enlighten them concerning the reasons contributing to key decisions of their colleagues -- would constitute a further step in the achievement of harmonious faculty relationships and the development of well-qualified faculties.

Even with the best practices and procedures, however, faculty members will at times feel that they have been improperly or unjustly treated and may wish another faculty group to review a decision of the faculty body immediately involved. Committee A believes that fairness both to the individual and the institution requires that the institution provide for such a review when it is requested. A possible violation of academic freedom is of vital concern to the institution as a whole, and where a violation is alleged it is of cardinal importance to the faculty and the administration to determine whether substantial grounds for the allegation exist. The institution should also be concerned to see that decisions respecting reappointment are based upon adequate consideration, and provision should thus be made for a review of allegations by affected faculty members that the consideration has been inadequate.

Because of the broader significance of a violation of academic freedom, Committee A believes that the procedures to be followed in these two kinds of complaints should be kept separate. Section 10 of the *Recommended Institutional Regulations*, mentioned earlier in this statement, provides a specific procedure for the review of complaints that academic freedom has been violated.¹⁴

¹⁴Because the *Recommended Institutional Regulations* remain under review by Committee A, faculties processing complaints under Sections 10 and 15 may wish to secure the further advice of the Association's Washington Office.

If a faculty member on probationary or other nontenured appointment alleges that considerations violative of academic freedom significantly contributed to a decision not to reappoint him, his allegation will be given preliminary consideration by the [insert name of committee], which will seek to settle the matter by informal methods. His allegation shall be accompanied by a statement that he agrees to the presentation, for the consideration of the faculty committees, of such reasons and evidence as the institution may allege in support of its decision. If the difficulty is unresolved at this stage, and if the committee so recommends, the matter will be heard in the manner set forth in Regulations 5 and 6, except that the faculty member making the complaint is responsible for stating the grounds upon which he bases his allegations, and the burden of proof shall rest upon him. If he succeeds in establishing a *prima facie* case, it is incumbent upon those who made the decision not to reappoint him to come forward with evidence in support of their decision.

We accordingly make the following recommendation:

5. *Petition for Review Alleging on Academic Freedom Violation* (Section 10, *Recommended Institutional Regulations*). Insofar as the petition for review alleges a violation of academic freedom, the functions of the committee which reviews the faculty member's petition should be the following:

- (a) To determine whether or not the notice of non-reappointment constitutes on its face a violation of academic freedom.
- (b) To seek to settle the matter by informal methods.
- (c) If the matter remains unresolved, to decide whether or not the evidence submitted in support of the petition warrants a recommendation that a formal proceeding be conducted in accordance with Sections 5 and 6 of the *Recommended Institutional Regulations*, with the burden of proof resting upon the complaining faculty member.

Review Procedures: Allegations of Inadequate Consideration

Complaints of inadequate consideration are likely to relate to matters of professional judgment, where the department or departmental agency should have primary authority. For this reason, Committee A believes that the basic functions of the review committee should be to determine whether adequate consideration was given to the appropriate faculty body's decision and, if it determines otherwise, to request reconsideration by that body.

It is easier to state what the standard "adequate consideration" does not mean than to specify in detail what it does. It does not mean that the review committee should substitute its own judgment for that of members of the department on the merits of whether the candidate should be reappointed or given tenure. The conscientious judgment of the candidate's departmental colleagues must prevail if the invaluable tradition of departmental autonomy in professional judgments is to prevail. The term "adequate consideration" refers essentially to procedural rather than substantive issues: Was the decision conscientiously arrived at? Was all available evidence bearing on the relevant performance of the candidate sought out and considered? Was there adequate deliberation by the department over the import of the evidence in the light of the relevant standards? Were irrelevant and improper standards excluded from consideration? Was the decision a *bona fide* exercise of professional academic judgment? These are the kinds of questions suggested by the standard "adequate consideration."

If in applying this standard the review committee concludes that adequate consideration was not given, its appropriate response should be to recommend to the department that it assess the merits once again, this time remedying the inadequacies of its prior consideration.

An acceptable review procedure, representing one procedural system within which such judgments may be made, is outlined in Section 15 of the *Recommended Institutional Regulations*, as follows:

If a faculty member feels that he has cause for grievance in any matter other than dismissal proceedings -- such matters as salaries, assignment of teaching duties, assignment of space or other facilities, and propriety of conduct -- he may petition the elected faculty grievance committee [here name the committee] for redress. The petition shall set forth in detail the nature of the grievance and shall state against whom the grievance is directed. It shall contain any factual or other data which the petitioner deems pertinent to his case. The committee will have the right to decide whether or not the facts merit a detailed investigation. Submission of a petition will not automatically entail investigation or detailed consideration thereof. The committee may seek to bring about a settlement of the issue satisfactory to the parties. If in the opinion of the committee such a settlement is not possible or is not appropriate, the committee will report its findings and recommendations to the petitioner and to the appropriate administrative officer and faculty body [here identify], and the petitioner will, at his request, be provided an opportunity to present his case to them.

The grievance committee will consist of three [or some other number] members of the faculty who have tenure and who are elected at large. No department chairman or administrative officer shall serve on the committee.

We accordingly make the following recommendation:

6. *Petition for Review Alleging Inadequate Consideration* (Section 15, *Recommended Institutional Regulations*). Insofar as the petition for review alleges inadequate consideration, the functions of the committee which reviews the faculty member's petition should be the following:

- (a) To determine whether the decision of the appropriate faculty body was the result of adequate consideration in terms of the relevant standards of the institution, with the understanding that

the review committee should not substitute its judgment on the merits for that of the faculty body.

- (b) To request reconsideration by the faculty body when the committee believes that adequate consideration was not given to the faculty member's qualifications. (In such instances, the committee should indicate the respects in which it believes the consideration may have been inadequate.)
- (c) To provide copies of its report and recommendation to the faculty member, the faculty body, and the president or other appropriate administrative officer.

G. AAUP STANDARDS FOR NOTICE OF NONREAPPOINTMENT

Because a probationary appointment, even though for a fixed or stated term, carries an expectation of renewal, the faculty member should be explicitly informed of a decision not to renew his appointment, in order that he may seek a position at another college or university. Such notice should be given at an early date, since a failure to secure another position for the ensuing academic year will deny the faculty member the opportunity to practice his profession. The purpose of this Statement is to set forth in detail, for the use of the academic profession, those standards for notice of nonreappointment which the Association over a period of years has actively supported and which are expressed as a general principle in the 1940 Statement of Principles on Academic Freedom and Tenure.

The Standards for Notice

Notice of nonreappointment, or of intention not to recommend reappointment to the governing board, should be given in writing in accordance with the following standards:

- (1) *Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment*

terminates during an academic year, at least three months in advance of its termination.

- (2) *Not later than December 15 of the second academic year of service*, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
- (3) At least twelve months before the expiration of an appointment after two or more years in the institution.

H. DISCIPLINARY PROCEDURES, RIGHTS AND CENSURES RELATING TO VIOLATION OF UNIVERSITY CONDUCT REGULATIONS BY MEMBERS OF THE FACULTY AND ADMINISTRATION

Responsibility for communicating the University's expectations concerning the personal conduct of faculty and administrative personnel resides with the Provost of the University.

The authority and responsibility to adjudicate violations of University Conduct regulations by faculty and administrative personnel is delegated to a University Judicial Panel, as provided below.

Any member of the University community may charge that a member of the faculty or administration has violated a University regulation. The charge(s) should be filed in writing with the Provost of the University. In addition, the Provost may file charges on behalf of the University if it is the injured party.

Upon receipt of the charge(s), the Provost will appoint a chief investigator and notify the member of the faculty or administration that he has been charged. The notification will include (1) a statement of the charge(s) and the name of the chief investigator, (2) a summary of the procedures to be followed and a copy of the Disciplinary Rights, (3) a statement that the accused may refuse to answer questions

that might tend to be self-incriminating, (4) a statement that the accused may suggest witnesses to the chief investigator and may prepare a statement to be presented to the investigating committee, (5) a statement that the accused may appeal the choice of chief investigator in writing to the office of the President within 48 hours after notification. The President will decide either to uphold the appointment of chief investigator or to appoint a new investigator.

The chief investigator will gather information for the purpose of ascertaining whether there is sufficient evidence to support the validity of the charge(s) and if so whether official action seems appropriate. These decisions will be made by the Preliminary Investigating Committee, consisting of the chief investigator, the Secretary of the Faculty and the Chairman of the Committee on Academic Freedom and Tenure. The Committee may decide that official action is neither warranted nor appropriate. In this instance it may conclude that resolution of the matter should be sought through conference with the person(s) involved. The decision of the Preliminary Investigating Committee shall be made in writing to the accused, the accuser, and filed in the personnel file of the accused and in the file of the Committee on Academic Freedom and Tenure. Ordinarily, no public announcement of the Preliminary Investigating Committee's decision shall be made. However, the Preliminary Investigating Committee may make such an announcement if it decides that the announcement would remove a public misunderstanding. Procedures relating to the operating of the Preliminary Investigating Committee not specifically outlined above are to be determined by the Preliminary Investigating Committee itself. There is no appeal of the Preliminary Investigating Committee's decision either by the accused or by the accuser.

If the Preliminary Investigating Committee decides that official action is indicated, the accused will then have the right to choose to have his case heard by a University Judicial Panel, or handled administratively by the Provost. The Provost will then advise the University Committee on Academic Freedom and Tenure of any charge(s) made and of the method of procedure chosen by the accused.

If the choice is to have the case handled administratively, the Provost, following a review of all pertinent information, will decide the disciplinary action to be taken. Action for dismissal may not be taken without consultation with, and consent of, the President of the University and the Board of Trustees.

If the choice is to have the case heard by a University Judicial Panel, the Provost will institute selection of the Panel and the chief investigator will prepare a report containing all known information relevant to the charge(s). A copy of this report will be transmitted to the Chairman of the duly constituted University Judicial Panel and the chief investigator will present the case at a hearing.

University Judicial Panel

A University Judicial Panel has full authority in matters involving members of the faculty or administration brought before it and may institute any of the University's disciplinary censures. It shall consist of five members; two selected by the President of the University; two selected by the Chairman of the Department of which the accused is a part; and one selected by the Secretary of the Faculty. Any of the before mentioned may be subject to challenge for cause by the accused. If any of the persons making these selections is involved personally, the selections concerned will be made by the Committee on Academic Freedom and Tenure by a procedure which they may determine. The Chairman of the Panel shall be elected by the Panel from its members. The Chairman shall vote in all cases.

The Chairman shall set the date and time of meetings and preside over them. The Chairman shall inform the members of the Panel of the nature of the charge(s), inform the accused of the Panel's decision, and prepare as well as sign all correspondence for the Panel. He shall also cause a record to be made of the hearing and the deliberations and decisions of the Panel.

It shall be the duty of the Panel:

- a. to hear the charge(s) against the accused,
- b. to ascertain as nearly as possible all relevant facts,
- c. to deliberate upon the matters before it, and
- d. to recommend to the President of the University a course of action not inconsistent with the highest academic, ethical and moral ends of the University.

The proceedings of the Panel shall be closed to all but the parties involved, their advisors and aides, provided always that the National Office of the American Association of University Professors may have an official observer present during the hearings.

The vote of the Panel shall be taken following the hearing and the subsequent deliberation. The decision shall be conveyed in writing to the accused within three days. In no case shall the vote of the Panel or individual members thereof be made public or disclosed. A four-fifths vote shall be required for a recommendation of dismissal. In all other cases, a majority vote shall be sufficient for recommendation.

Following the decision of the Panel, a request from the accused or the accuser, for a re-hearing will be granted, if to the satisfaction of the reviewing authority (the President of the University), one or more of the following conditions is established:

- a. A procedural error was committed -- a guaranteed element of due process was abridged or omitted.
- b. New evidence or information has become available.
- c. All relevant evidence was not considered.

If the recommendations of the Panel are adverse to the accused, and accepted by the President of the University with a recommendation to the Board of Trustees that the

accused be dismissed for cause, the accused may request and shall be entitled to a review of the case before the Board of Trustees or a special committee designated by that body. Such review shall be based upon the records made before the University Judicial Panel and shall not constitute a re-hearing of the evidence, but the accused and/or his counsel shall be given the opportunity to present oral argument on such review. Nothing in the foregoing shall be construed to prevent the reviewing committee in its discretion from hearing newly discovered evidence.

Disciplinary Rights

An individual who elects to have his case considered by a University Judicial Panel will be afforded the following procedural rights:

1. A written statement indicating the nature and basis of the charge(s) in advance of the hearing.
2. Upon request, to a delay of the formal hearing up to ten days from the time of receipt of the "Statement of Charges." In addition, the University Judicial Panel and the accused may agree on a delay of more than ten days.
3. To be judged only on evidence relevant to the charge(s) presented at the hearing.
4. To be represented by an advisor of his choice during the proceedings before the University Judicial Panel.
5. To be advised of the evidence against him; to have an opportunity to rebut adverse testimony; and, to question witnesses.
6. To present evidence and witnesses relevant to the charge(s).
7. To decline to appear at the hearing, with the understanding that his case will be considered in his absence.

8. To decline to answer questions which might tend to be self-incriminating (refusal to do so shall not be considered evidence of guilt).
9. To be given written notification of the decision.
10. To be advised of the reasons for the decision, if he so requests.
11. To request a review of his case which will result in a re-hearing if one or more of the following conditions is established to the satisfaction of the appropriate reviewing authority:
 - a. new evidence or information,
 - b. procedural error -- a guaranteed element of due process abridged or omitted, or
 - c. all relevant evidence not considered.
12. To have access to two levels of review:
 - a. The President of the University.
 - b. Final recourse would be to the Board of Trustees.

Disciplinary Censures

In case of a violation of any of the Regulations Relating to Conduct by a member of the University community, he will be subject to disciplinary action within the range of possible disciplinary censures (as listed above) by the appropriate disciplinary authority. If the preliminary investigation committee concludes there is sufficient evidence to support the validity of a charge that an individual has engaged in a violation of regulations a, b or c under Group I, it may recommend to the President that the individual be suspended by the President pending completion of a formal disciplinary hearing. If the President concurs with the recommendation, the action will be taken by him.

Any disciplinary censure will be made a matter of record.¹⁵ In those cases in which damage to personal or University property is involved, the minimum action shall be restitution. Restitution may be required either alone or in combination with any of the disciplinary censures.

Letter of Censure

A letter of censure is a formal reprimand issued when an individual's conduct is unsatisfactory to the extent that the University community must take official notice of it. The individual is advised that the incident will be made a matter of record with the appropriate individuals.

Disciplinary Probation

Disciplinary probation means that in terms of campus citizenship an individual is no longer in good standing in the University community. The individual is formally advised that a specific behavior or series of actions is unacceptable to the point that subsequent unacceptable conduct may be cause for dismissal. The length of the probationary period will be determined in each case by the appropriate adjudicating body. The action will be recorded with the appropriate individuals.

Disciplinary Dismissal

Dismissal is the ultimate disciplinary censure which may be instituted. In each case, the adjudicating body shall establish the date when the dismissal shall take effect and the earliest date that the individual may seek to re-establish association with the University. The committee may determine that the dismissal shall be permanent. In all cases in which the dismissal is intended to be permanent, the fact shall become part of his permanent file at the University.

¹⁵In the case of faculty and administrative personnel, records of disciplinary censures will be kept by the Provost.

I. POLICY ON RESEARCH

I. University Research Grants

Proposals for University grants may be submitted by any member of the University Faculty, except those working for an advanced degree; the University encourages graduate study in other ways. Requests may be for summer stipends, for expenses incurred during sabbatical leaves, or for research expenses without stipends incurred throughout the entirety of the period mentioned above. In the latter two cases, expenses are considered to be those not normally covered by departmental budgets. Faculty members may also apply for both summer stipends and expenses. All requests for expenses must be itemized with reasonable care. Where a stipend is received for the summer, it is mandatory that no other employment, including teaching, be undertaken by the recipient during the period covered by the grant.

The proposal itself is used by the Committee on Scholarly Development as the primary basis for awards. The proposal must consist of the following parts:

1. Narrative. This part describes the proposed scholarly activity. The members of the Committee may not be familiar with the field of the applicant; therefore, it is the responsibility of the applicant to demonstrate the significance of the proposed scholarly activity in language understandable to the reviewer. This part must not exceed 10 pages.
2. Budget. All the expenses which the applicant expects to incur as a direct result of the scholarly activity may be listed.
3. Curriculum Vitae.
4. Previous Scholarly Activity. All relevant work, e.g., publications, works of art, and oral presentations at meetings of learned societies, are to be listed.

The applicant may consult his department chairman or members of the Committee on Scholarly Development on the formulation of the proposal. Successful applicants are required to submit a one-page written summary of the results of the research to the Provost in the fall following the awarding of the grant. In the event that the applicant receives support from an outside agency, funds received from Bucknell are to be returned to the University in an amount equivalent to the funds received from the outside agency. If the successful applicant should resign from the University before the end of the academic year following the awarding of the grant, the applicant must return the grant funds to Bucknell.

Since funds allocated for research are quite modest, all proposals must be accompanied by evidence that an effort either has been or is being made to obtain support from sources other than the University. Such evidence might be a copy of a proposal recently submitted, or a copy of the cover sheet if enough information is shown thereon. In any case the applicant must have actually submitted a proposal to an outside agency. It is not sufficient for the applicant to state that he "plans to apply" to another agency. If such evidence or satisfactory explanation of the lack of same is not included in the proposal, the proposal will not be considered. Applicants are urged to consult such references as the Annual Register of Grant Support, The Foundation Directory, the Foundation Center Information Quarterly, which can be found in the Bertrand Library, and "Scholarships, Grants, and Fellowships", which can be obtained from the Reference Desk in the Bertrand Library.

Fifteen copies of each proposal are to be submitted to the Office of the Provost in December with the approval of the department chairman and the academic dean for forwarding to the Committee.

Announcements of awards are made in March.

II. Sponsored Research, Consulting, and Institutes (1966)

Bucknell University is committed to encouraging and facilitating research by faculty members.

Recognizing that the purpose of a university is to provide the facilities for the acquisition and dissemination of knowledge, and that research, as well as teaching, is essential to the fulfillment of this purpose, Bucknell University encourages and will facilitate all research which is not in conflict with the effective operation of the instructional program.

Proposal Approval

All proposals will be reviewed and approved by the chairman of the department initiating the proposal. Upon approval of the department chairman, all proposals will be reviewed by the Provost. The purpose of this review is to assure that the proposal is not in conflict with the objectives of the University, contributes to the enhancement of these objectives, and is feasible. The completed Proposal Check Sheet (sample attached) requires the signature of the Provost and the Vice President for Administration and Finance to indicate that the budget has been reviewed and approved. The check sheet, together with a copy of the proposal, is filed with the business office.

Execution of Bid

The official prospectus, proposal or bid may be executed on behalf of the University only by the President, the Vice President for Administration and Finance, or the Treasurer. Likewise, a grant or research contract may be officially accepted only by one of these University officials. These financial arrangements will be executed, of course, only after the Provost has, by signature, given his approval to the program aspects of the proposal.

Responsibilities of the University Research Committee

The University Research Committee shall be responsible for the review of any research proposals upon the request of the Provost and/or the Vice President for Administration and Finance. The purpose of this review is to advise these administrators on the quality of prospective proposals, and upon other information relevant to the successful conduct of the proposed research.

Any faculty member who has prepared or is in the process of developing a proposal, may request advice of the Committee on the feasibility of the proposal or upon the advisability of submitting the proposal to a particular agency. If requested, the Committee will be pleased to perform this function when the request is within its competency.

Compensation of Faculty Members

It is assumed that a faculty member is employed on a full-time basis during the regular academic year from early September to early June, therefore, faculty members will receive no more than their base salary¹⁶ during that portion of the year. In unusual circumstances, exceptions may be made with the approval of the Provost.

A portion of the salary of a member of the faculty for the regular academic year may be charged against a sponsored research project to the extent that he is relieved from his regular faculty responsibilities for work on the project. The percentage of his salary charged against the project should be approximately equal to the percentage of the duties of which he is relieved. To the extent that any portion of a faculty salary is charged against grant funds made available by the federal government, reports must be maintained to meet agency requirements.

Summer Salary

University compensation to a faculty member from an externally funded research project during the summer will be at the rate of one-ninth of his salary of the preceding academic year for each month spent in full-time research during the summer.

¹⁶This refers to income paid by the University from any source whatsoever, whether from its own funds or from grant funds which it administers.

No University faculty member should draw more than three months additional pay from sponsored research in the University, and, since every faculty member normally will take some vacation, payments for more than two months must be approved by the Provost. Summer salary should be for full-time research activity actually carried on in the summer and should not be construed as salary supplement for work carried on during the regular academic year. When an individual is on summer pay from a research project, he should not at the same time be drawing regular salary from sources other than the University.

Consulting

Private consulting by faculty members, either on a one-time or on a continuing basis, should not exceed an average of one day per week during any period of time a faculty member is being paid by the University for full-time service, including January. In all cases, department chairmen and the Provost are to be informed of all consulting for which compensation is received. Consulting fees may not be paid to staff members in the same department out of funds administered by the University during periods when the faculty member is being paid by the University for full-time services.

Copyright

1. It is the policy of Bucknell University that, unless government regulations prevent it, the right of free publication of findings, including copyright, is reserved for the faculty investigator. Any other policy would be inconsistent with the primary aim of the University to advance and disseminate knowledge.
2. When a faculty member serves as a principal investigator or director of sponsored research, he should familiarize himself with the sponsor's regulations regarding copyright, and he should communicate the regulations to the members of the staff of the sponsored project. Some federal agencies require that when material with commercial value is developed with support from federal funds,

the material must be placed in the public domain. Since federal agencies have issued varying interpretations of what constitutes "support", "the public domain", and the author's entitlements to such material, it is recommended that when a faculty member's work results in material of potential commercial value that he consult with the Vice President for Administration and Finance on the proper procedures for establishing the author's and the federal government's rights in the material.

3. When the University, as distinguished from an individual member of the faculty, initiates and obtains funds from a sponsor or when the University serves as a sponsor of research (leaves of absence, sabbatical leaves, and faculty summer research grants are included), the relationship between the University and those faculty members who receive support from such funds is considered substantially different than the relationship defined in paragraph (2) above. In those instances in which the faculty member(s) receives a part or all of his salary from University funds for the purpose of preparing material of potential commercial value, the University and the faculty member(s) will enter into an agreement for the distribution of royalties in recognition of the investment of the sponsor and the unique contribution of the faculty member(s). The negotiation of the agreement is to be completed when the contract for the work is made between the University and the faculty member(s). (See Exhibit A.)

Patents

1. Patent agreements are signed by the University with any sponsor who requires such an agreement providing that patent rights are specifically stated in the research contract.
2. Unless prevented by the sponsor's regulations, patents on inventions or discoveries may be applied for, with the approval of the President, in which case the University and the inventor

shall enter into an agreement for the distribution of royalties and profits in recognition of the University's and the faculty member's(s') contribution to the discovery. The agreement is to be negotiated before application for a patent is made.

Un-sponsored Research

1. Copyright

- a. A faculty member engaged in un-sponsored research is not precluded from applying for copyrights for material developed by him nor is it necessary for him to obtain University approval for the application.

2. Patents

- a. A faculty member engaged in un-sponsored research is not precluded from applying for patents on inventions or discoveries nor is it necessary for him to obtain University approval for the application.

Travel

Travel shall be undertaken within the rules of the granting agency. If the agency does not specify conditions of payment for travel, the participant or his students shall follow University policy. A statement of this policy may be obtained from the Vice President for Administration and Finance.

EXHIBIT "A"

PATENT AGREEMENT

IN CONSIDERATION of my employment as a member of the faculty or staff of Bucknell University, and in consideration of information and facilities for research made available to me by the Trustees of Bucknell University under a research grant from the said University, or under a contract or contracts between the Government of the United States and Bucknell University or between other sponsors and Bucknell University, I hereby agree:

(1) That I will promptly communicate to the President of the University, or to such individual as he may designate, full information as to each invention, discovery and improvement conceived or first actually reduced to practice by me during my work under such research grant or under such contract or contracts.

(2) That I will, if and when requested, either before or after leaving the employment of Bucknell University, execute all papers necessary to file applications for patents on any such invention, discovery or improvement, in any countries, and will assign such applications, the inventions, discoveries, or improvements covered thereby, and the patents that may be issued thereon to, or as directed by, Bucknell University.

WITNESS my hand and seal, this _____ day of _____ 19____

SIGNATURE _____

WITNESS: _____

Typewritten
Signature _____

WITNESS: _____

Project Sponsored by _____

B. U. File # _____ Agency # _____

Account # _____

SPONSORED
RESEARCH OR INSTITUTE
GRANT OR CONTRACT
PROPOSAL CHECK SHEET

Principal Investigator or Director _____

Title of Project _____

Agency to Which Proposal Will Be Submitted _____

CHECK LIST:

1. SPACE required to house project:

_____ Presently available within department. No additional lab or office space required.

_____ Present space inadequate, attached statement specifies additional needs for this project. (Construction or alteration cost estimates to be obtained from Director of Physical Plant.)

2. UTILITY SERVICES:

_____ Utility services presently available within space presently occupied are adequate for proposed program. No changes or additions required.

_____ Additional utility services or special controls will be required as specified in attached statement. (Cost estimates to be obtained from Director of Physical Plant.)

3. EQUIPMENT FOR PROJECT:

_____ All equipment needed for this project is presently available within the department or can be borrowed from another department. No new equipment need be purchased.

_____ Funds for purchase of all new equipment needed for this project are included in proposal budget.

_____ The University will be expected to purchase or supply at its expense the equipment noted on the attached list which is not presently available to the department. (Cost estimates obtained from current price lists.) Include office equipment such as additional typewriters, desks, filing cabinets, etc.

4. FACULTY RELEASED TIME:

_____ No released faculty time is required for this project during the regular academic year.

_____ Released faculty time and resulting adjustments in base salary have been discussed with and approved by the Department Chairman and Provost as certified by their signatures below. (Attach a precise statement of these arrangements.)

5. NON-FACULTY STAFF:

_____ Funds for payment of all personnel participating in the project are included in the proposal budget in full, including tuition, etc., for graduate assistants if it is to be provided.

_____ Funds for payment of non-faculty personnel on this project have to be provided by the University as shown on the attached statement -- including tuition, etc., for graduate assistants if applicable.

6. If applicable, has provision been made for the following items in the proposal budget:

	<u>Included</u>	<u>Not Applicable</u>
Salary of Participants	_____	_____
Fringe Benefits (Inc. Soc. Sec.)	_____	_____
Graduate Assistants	_____	_____
Tuition	_____	_____
Equipment	_____	_____
Undergraduate Assistants	_____	_____
Supplies	_____	_____
Travel on Grant Business	_____	_____
Telephone Tolls	_____	_____
Publication of Report	_____	_____
Consultants	_____	_____
Secretarial Assistance	_____	_____
General or Technical Labor	_____	_____
Duplicating Services	_____	_____
Computer or Data Processing Charges	_____	_____

7. OVERHEAD INCLUDED AS FOLLOWS:

_____ 20% of Direct Costs (on NSF Research Grants)

_____ 15% of Direct Costs on NSF Institutes.

_____ 15% of Program Allowance for Undergraduate Research Grants -- To be included in budget showing expenditure of program allowance submitted herewith.

_____ % of Wages.

_____ Overhead not authorized by Agency to which proposal is to be submitted.

_____ Other as follows _____

8. PATENTS:

_____ Patent agreement will be executed by all participating personnel on receipt of grant or execution of contract.

_____ Patent agreement not required by agency.

_____ Not applicable. No patentable invention or discovery will result from this project.

9. PROGRAM:

The program outlined by this proposal is compatible with the academic program and facilities of Bucknell University. I have reviewed the proposal in all respects, including space requirements, staffing, released time and work load of participating faculty, compensation and salary adjustments, employment of additional personnel, assignment and compensation of graduate assistants, etc. I approve this proposal and recommend its submission by the University.

Department Chairman

Provost

10. BUDGET:

I have reviewed the budget for this proposal, including all of the items above checked. I find that adequate provision has been made to cover all costs and concur in its submission by the University.

Initials of
Asst. Comp.
(Research & Grants)

Vice President for Admin.
and Finance or Treasurer

J. GUIDELINES ON POLITICAL ACTIVITY

As an educational institution and a corporation Bucknell University is subject to certain legal limitations among which is the following.

"Section 501(c)(3) of the Internal Revenue Code provides that an exempt organization, including an educational institution, shall lose its exemption from federal income taxes if any 'substantial part' of its activities constitute 'carrying on propaganda, or otherwise attempting to influence legislation,' or if it should 'participate in, or intervene in (including the publishing or distributing of statements), any political campaign on behalf of any candidate for public office.' A parallel provision, Section 170 (c), denies a deduction from income taxes for donors to institutions that violate these proscriptions. Moreover, Section 610 of the Criminal Code makes it a criminal offense 'for any corporation whatever...to make a contribution or expenditure, in connection with any (federal) election...'. Sanctions may be visited upon both the corporation and its responsible officers. Enforcement authorities consider Section 610 violated by indirect contributions, as, for example, the payment by a corporation of an employee's salary during a period which he devoted to work on behalf of a candidate for federal office."¹⁷

Despite such limitations, Bucknell University intends to maintain a climate in which each member of the university community is free to exercise his rights as a citizen and form his own political judgments. As a center of independent thought, Bucknell is dedicated to the cause of free and responsible inquiry, in politics as in every other area in which people may seek truth. However, the buildings, facilities or resources of Bucknell University may not be used to support or subsidize, any activities which cannot legitimately be carried out under federal or state law. The following guidelines will therefore be observed to assure

¹⁷Quoted from the Report of the American Enterprise Institute on Political Activities of Colleges and Universities.

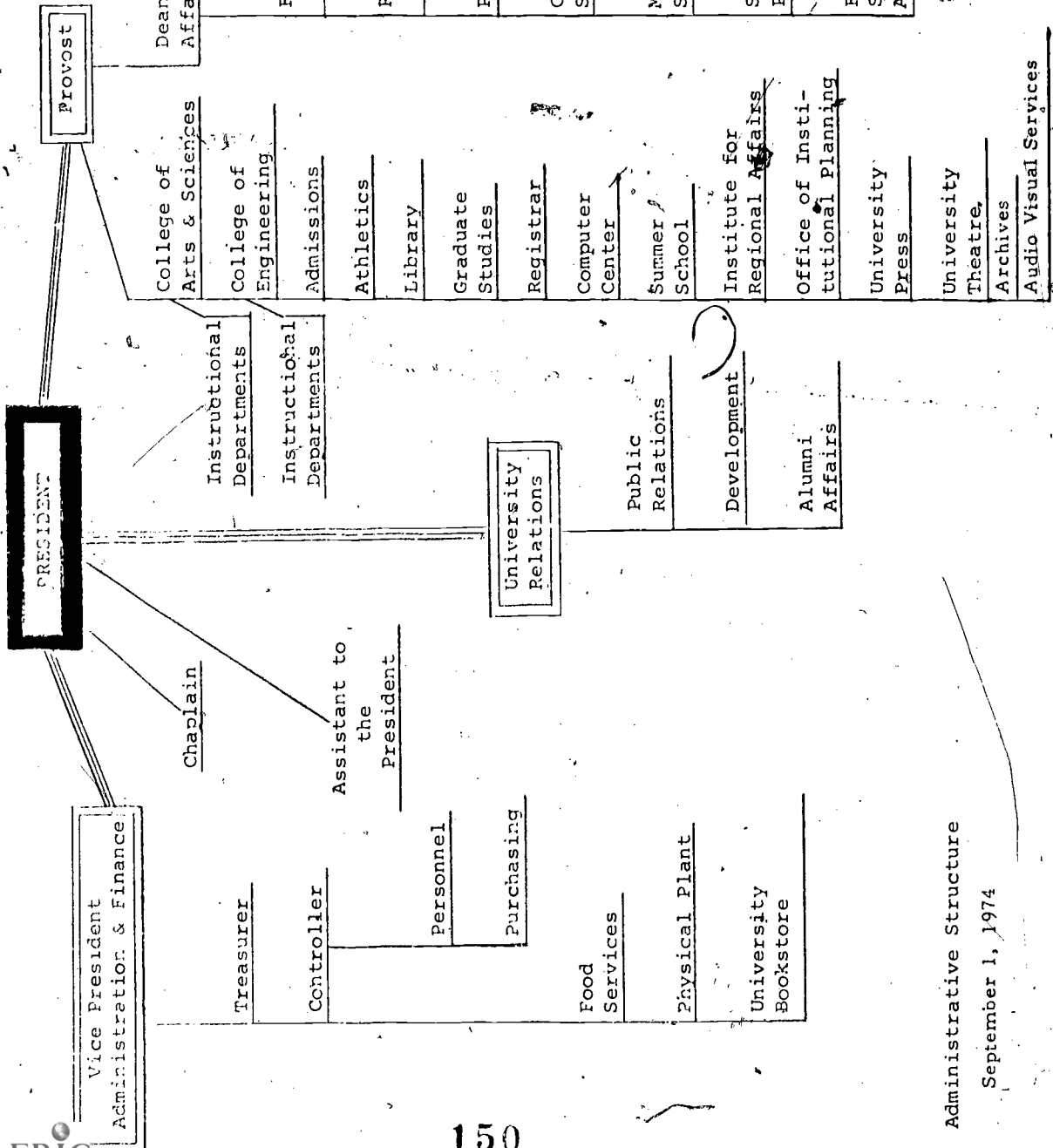
that Bucknell remains an open campus where all points of view may be heard within the limits of the law and the conditions of Bucknell's status as a tax exempt eleemosynary institution:

1. When engaging in partisan political activity, individuals and groups associated with the University should make it clear that they are speaking only for themselves and not for the University.
2. Faculty and staff have the right to take part in partisan political activities but they must not do so at the expense of their regular responsibilities to the University and its students, nor should their activity be such as to amount to a financial contribution by the University of the individual's services.
3. Student participation in partisan political activities shall not be an academic requirement without the student's consent.
4. The University's name, seal or letterhead, nor that of any of its sub-divisions, may not be used in connection with any partisan political activity.
5. Funds or other contributions may not be solicited in the name of the University for political purposes. Campus organizations soliciting funds for such purposes must make clear that contributions are not to Bucknell University and are not tax deductible.
6. The University's bulk mailing privilege may not be used for partisan political purposes; nor may its mailing list.
7. University addresses, including those of departmental offices or faculty or staff offices, should not be used as mailing or return addresses for partisan political purposes. Likewise, University telephone extensions may not be used as part of a return address for partisan political activity.

8. University employees, including office and other staff, should not be asked to assist with or engage in partisan political activities while on duty.
9. Any use of University facilities, including telephones, duplicating services, cars, secretarial pool, etc. for any kind of political activity must be fully reimbursed at normal rates. No such costs should be charged to University, departmental, or office budgets or paid with University funds. Any such use of University facilities must be incidental and minor and cannot be of a substantial nature.
10. The law and regulations appear to allow a wider latitude to student newspapers and student organizations than to the University and its staff members. An analogy might be made, for example, between the rights of a student newspaper and the rights of a community newspaper published for profit. It should thus be possible for student organizations to engage in political activity so long as it is made clear that they speak only for the students and not for the University, and so long as such activity does not involve University facilities to the degree that it compels a university contribution to a proscribed end. To be eligible to use any university property, student extracurricular groups, as has always been the case, must be recognized by the Association of Bucknell Students as a student organization. Speakers sponsored by such organizations are the responsibility of the group, not of the University. Nonetheless, a distinction must be made between on-campus educational activities designed to inform the campus on a particular issue, on the one hand, and activities designed to influence the course of an election or a public issue off-campus, on the other. The former is not limited by the requirements of the law. The latter is proscribed. The use of University property by student groups is subject to the procedures governing the assignment of space and calendar registration established by the Committee on Scheduling University Events. Consult

the Calendaring and Scheduling Coordinator for appropriate advice and information.

If there is uncertainty about the specific application of any of the above policies, members of the faculty should consult the Provost; students should consult the Dean of Student Affairs, and other members of the staff should consult either the Provost, the Vice President for Administration and Finance or the Dean of Student Affairs, as appropriate.



Administrative Structure
September 1, 1974