Faculty Handbook
Vassar College
2026-27

New Edition—Replaces all previous editions – September 2026

F O R E W O R D

Since its first instantiation as the *Statute of Instruction* in 1923, the Faculty Handbook has affirmed that "the faculty shall in general determine and shall direct educational policy" -- the cornerstone of Vassar's long tradition of robust and extensive faculty self-governance.

Inspiring and dedicated faculty members are key to the high quality of education students receive at Vassar College, to advance the important work of the faculty. The Dean of the Faculty's office maintains this handbook to introduce new faculty members to the College's organization, procedures, and services and to facilitate access to important information for all faculty members.

Faculty members should familiarize themselves also with *The Governance of Vassar College*, the primary reference source governing College organization and faculty relations. *The Governance* describes the functions and powers of the trustees and administrative officers as well as the organization and functions of the faculty as a whole and the departments of instruction. Of special interest are sections referring to faculty members' rights and obligations, principles of academic freedom, and relations of faculty and trustees. While documents like our *Governance* now exist in many institutions, Vassar pioneered adoption of such a written constitution in 1923.

Complementing this document -- the Dean of the Faculty website at https://deanofthefaculty.vassar.edu/ -- provides centralized access to a number of items of importance to faculty members. See especially *Resources for Faculty*, *Handbooks and Forms*, and *Policies and Procedures* for such things as faculty housing information, the Religious Holy Days calendar, childcare resources, the travel funding request form, the lecture funding request form, the annual activity report form, the travel policy, equal employment policies, and guidelines for department letters for faculty reviews.

The *College Regulations* describes student governance procedures. In addition to covering social regulations and the constitution of student government, the *College Regulations* summarizes rules and regulations, including those governing safety and traffic guidelines, applying to all members of the college community.

Faculty members should familiarize themselves with this present handbook's section on "Educational Policy, Office for Accessibility and Educational Opportunity, and the Conduct of Classes." Its regulations and recommendations facilitate the inspiring teaching, conscientious mentoring, and creative scholarship that lie at the core of our profession as faculty members.

As Dean of the Faculty, my responsibility is to facilitate your success as teachers, scholars, and citizens of the College. I welcome your comments on how this handbook and the Dean of the Faculty Office can serve you in your pedagogical, scholarly, and collegial endeavors.

Demetrius L. Eudell
Dean of the Faculty and Professor of History
September 2026

STATEMENT ON ACADEMIC RESPONSIBILITY AND RESPECT FOR PERSONS

Vassar College values freedom of expression and supports deep engagement in and equitable access to teaching, learning, scholarly research, and artistic endeavor. The College is committed to the pursuit of knowledge, freedom of inquiry, and informed, robust, and inclusive debate. Vassar's faculty and students may engage with an array of disciplines and issues and are free to explore contested ideas and political positions. Our community welcomes forms of dissent and protest that acknowledge and encourage the expression of different perspectives.

The College recognizes the legal limits to academic freedom and free expression. Unlawful conduct, such as defamation and the incitement of violence, will not be tolerated. As a private institution, Vassar is a voluntary association of persons who share a responsibility to respect the rights, dignity, and integrity of all community members and guests. In addition to adhering to federal and state laws, all community members and guests are expected to abide by Vassar's governing principles when engaging with one another. Abusive or bullying behavior has no place in this environment.

Membership in an intentional learning community also calls for a spirit of generosity and the ability to question our own assumptions. The College thus urges individuals to approach one another as partners in a learning process that facilitates the creation of knowledge, while fostering a rich intellectual and cultural environment in which all are empowered to thrive. Only a community that honors freedom of expression, different points of view, and mutual interdependence can serve the objectives of a liberal arts education and the needs of the complex, pluralistic society of which Vassar is a part.

(Approved by the Faculty November 18, 2020)

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A. ADMINISTRATIVE OFFICES OF THE COLLEGE AND SERVICES PROVIDED

I. OFFICE OF THE PRESIDENT

Elizabeth Bradley, President
Office: Main Building, second floor, center (M-C207, x7200)

As chief executive officer of the college, the president has overall responsibility for all administrative decisions. The President is a member of the Board of Trustees and serves as liaison between the trustees and the faculty. As chair of the faculty, the President presides at faculty meetings.

The dean of the faculty, the vice president for finance and administration, the dean of strategic planning and academic resources, the dean of the college, the vice president for Technology and Human Resources; Chief Information Officer report directly to the president.

Wesley Dixon, Deputy to the President and Secretary of the Board of Trustees
Office: Main Building, second floor, center M-C207 (x5334)

The assistant to the president is responsible for coordinating the president's activities with trustees, alum, and students.

Biniam Tesfamariam, Director of Institutional Research
Contact: email: btesfamariam@vassar.edu, x7106
Ron Patkus, College Historian
Contact: email: patkus@vassar.edu, Box 20

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II. OFFICE OF THE DEAN OF THE FACULTY

Demetrius L. Eudell, Dean of the Faculty, Professor of History
Christopher Bjork, Associate Dean of the Faculty, Professor of Education
Christine Howlett, Associate Dean of the Faculty, Professor of Music
Brian Daly, Associate Dean of the Faculty and Academic Resources, Professor of Physics
Melissa Naitza, Assistant Dean for Academic Administration
Amy Jo Arndt, Assistant Director of Academic Administration
Andrea Monteleone-Villani, Assistant Director of Academic Administration
Office: Main Building, first floor, north wing (M-N104, x5300)

The dean of the faculty is the chief academic officer of the college and oversees all matters pertaining to educational policies and procedures, the curriculum, academic departments, and the faculty. Chairs of the departments of instruction and directors of other academic programs are responsible to the dean of the faculty, as are the director for institutional equity, director of copyright management, and the faculty director of the learning and teaching center. Also under the jurisdiction of the dean of the faculty are the offices of grants administration, community-engaged learning, international programs, and the registrar. The dean of the faculty also oversees the learning and teaching center and, in concert with the dean of strategic planning and academic resources, the exploring transfer program. The dean of the faculty is the chair of the Committee on Curricular Policies and the Grants Group.

Members of the faculty may consult the dean at any time, ordinarily by appointment. The staff of the office provides information about procedures and rules that affect faculty members.

The associate dean and the assistant dean for academic administration support the dean in carrying out the work of the office.

Research Development

Jonathon S. Kahn, Faculty Director of Research Development and Professor of Religion
(jokahn@vassar.edu)

The faculty director offers support for all stages of a research project, including formulating the project, identifying funding sources, applying for grants, and publishing. Much of the time, these services take the form of consultations between the director and individual scholars. Occasionally, in addition, the director brings together groups of faculty with related research interests or at similar career stages to discuss issues of mutual concern. The Faculty Directors of Research and Teaching Development collaborate to integrate teaching and research. Together with the Committee on Research and the Grants Office, the Faculty Director of Research Development facilitates the research activities of faculty at all stages in their careers. Assistance and advice provided during consultations are confidential and are not connected to College evaluation processes.

Teaching Development

Candice Lowe Swift, Faculty Director of Teaching Development Professor of Anthropology
(caswift@vassar.edu)

The faculty director offers a wide range of support for faculty members. The faculty director works with the Director of Inclusive Pedagogy to offer workshops and discussions for faculty throughout the year on such topics as teaching a first-year writing seminar, using technology in the classroom, grading effectively, creating a teaching portfolio, and valuing diversity and inclusion in the classroom. The faculty director also works with the Associate Dean of the Faculty to help new faculty make the transition to Vassar's teaching and learning culture at New Faculty Orientation and throughout the year. In addition, the faculty director of Teaching Development is available for individual consultations with faculty colleagues on matters pertaining to pedagogy and teaching development. Assistance and advice provided during consultations are confidential and are not connected to College evaluation processes. The faculty director also participates in the selection process for Pedagogy-in-Action workshops, the Putnam Summer Fellowships for Teaching with Technology, and the Faculty Conversation grants

Office of Community-Engaged Learning

Elizabeth Cannon, Director
Office: Main Building, first floor, north wing (N-165, x5280)

Community Engaged Learning (CEL) is a community-based educational opportunity aimed to enhance learning through employing pedagogical strategies of structured critical reflection, dialogic engagement, integration of academic learning goals, and connection to clearly articulated community-desired outcomes and impact. The Office of Community-Engaged Learning (OCEL) aims to build long-term, mutually beneficial partnerships with community organizations in Poughkeepsie, Dutchess County, and the greater Hudson Valley. By developing and centering partnerships, the OCEL provides students with the opportunity to learn alongside community partner organizations and make real-world connections to enhance their academic experiences. Community-engaged learning is supervised by a faculty member who assists the student in developing an academic framework to support the community-based experience, determines the amount of credit given, and decides upon the academic requirements for the awarding of credit. More information is available in the college Catalogue.

Office for Institutional Equity

Belinda Guthrie, Assistant Vice President for Institutional Equity & Title IX Coordinator
Jeffrey Schneider, Faculty Director for Institutional Equity

Office: Main Building, first floor, south wing (M-S182, x7924)

Vassar College is strongly committed to providing a working a learning environment free from discrimination and harassment, and provides employees and students who feel they are victims with mechanisms for seeking redress. The Office for Institutional Equity has overall responsibility for the administration of Vassar's equal opportunity and policies and programs and the College's Policy Against Discrimination and Harassment. In the performance of their duties, the IE officers are responsible to the president. Members of the College community may contact the Office for Institutional Equity to inquire about their rights under Vassar's policies, seek advice and receive information about support resources, informal mechanisms of redress or formal grievance procedures to address a specific situation involving alleged discrimination, harassment, or sexual harassment. Vassar is obligated to investigate every reported discrimination and harassment complaint in a timely manner. The degree and extent of an investigation by the Office for Institutional Equity depends on whether the complainant wishes to pursue informal or formal courses of actions. Confidentiality for all parties is respected to the extent possible.

Grants Office

Christina Johnson, Assistant Dean for Grants Development and Administration
Gary Hohenberger, Director of Grants Development and Associate Vice President of Foundation and Government Relations
Amanda L. Thornton, Director of Grants Administration
Michal Woodbridge, Director of Sponsored Research Administration
Office: Main Building, first floor, north wing (M-N111 x 5490)

The Grants Office supports all stages and aspects of the grant process. The Grants Office assists Vassar faculty and administrators in identifying external funding sources (including foundations and government agencies) for institutional needs and support of faculty projects. They assist faculty in the preparation and submission of research proposals, prepare and submit proposals for institutional support, and administer grants and awards from external sources. The Grants Office also provides administrative support for internal awards for faculty scholarship and teaching. For further information reach out to grants@vassar.edu.

International Programs

Kerry M. Zuccaro, Assistant Dean for Global Partnerships and International Programs
Office: Main Building, first floor, north wing (M-N173, x5260)

The Office of International Programs coordinates Vassar's education abroad programs. These include Vassar-directed programs (England, France, Costa Rica, Germany, Ireland, Italy, Russia, and Spain) as well as approved programs sponsored by other colleges and a number of international exchange programs. Students apply for permission to study abroad, and their applications are reviewed by the Committee on Leaves and Privileges.

Learning, Teaching, and Research Center

Christopher Bjork, Associate Dean of the Faculty, Professor of Education
Matthew Schultz, Director of the Writing Center and Adjunct Associate Professor of English
Candice Lowe Swift, Professor of Anthropology
Jonthon Kahn, Faculty Director of Research Development and Professor of Religion
Office: Library, (LI-122, x5957)

The Learning, Teaching, and Research Center (LTRC) is comprised of the programs offered by the Director of the Writing Center, the Director of the Center for Quantitative Reasoning, the Director of Inclusive Pedagogy, and the Faculty Directors of Teaching and Research Development, in consultation with the Associate Dean of the Faculty and Dean of the Faculty. Together, they offer a coordinated set of activities—

workshops, programs, lectures, small group consultations—that support the ongoing work of deepening faculty and student capacity for effective teaching and transformative learning.

The LTRC is dedicated to addressing the needs of Vassar's diverse student body. Its goal is to enable students to maximize their unique educational experiences at Vassar College. The LTRC provides an extensive range of academic resources that foster the fundamental aim of a liberal arts education: to facilitate the intellectual and professional growth of ethical, informed, and reflective students who can engage creatively with important social issues. The LTRC houses a peer-staffed Writing Center and Quantitative Reasoning Center, including a Supplemental Instruction Program for select quantitative analysis (QA) courses. The LTRC also offers a peer-led academic coaching program to support students interested in strengthening core study skills such as note taking and time management.

Registrar's Office

Angela Anderson, Registrar
Kathleen Giblin, Senior Associate Registrar
Office: Main Building, first floor, north wing (M-N118, x5270)

The Registrar is responsible for the official records of all students, past and present. The office is also responsible for the schedule of classes, registration procedures, examination schedules, and the assignment of classroom space. The Registrar may be consulted about general requirements of the curriculum, academic regulations, enrollment statistics, registration, and student schedules. Student registration is now done mostly on line. Current course data, including class rosters, departmental enrollments, and advisee's schedules, are available through the on-line network.

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III. OFFICE OF THE DEAN OF THE COLLEGE

Carlos Alamo, Dean of the College
Office: Main Building, second floor, center (M-C214, x5600)
Luis Inoa, Associate Dean of the College for Residential Life and Wellness
Office: Main Building, first floor (M-C120, 5860)

The dean of the college oversees the offices of the Dean of Studies, the Dean of the College, Student Growth and Engagement, Campus Activities, and Safety and Security.

Dean of Studies

Thomas Porcello, Dean of Studies and Professor of Anthropology
Casey Trocino, Assistant Dean of Studies
Rachel Friedman, Advisor to the Class of 2027
Joe M Tanski – Advisor to the Class of 2028
Allan Clifton – Advisor to the Class of 2029
Mary Ellen Czesak, Dean of First-Year Students and Advisor to the Class of 2030
Office: Main Building, first floor, north wing (M-N128, x5255)

The dean of studies is responsible for the execution of educational policies of the college as they relate to the students. The dean chairs the Committee on Student Records, the Committee on Readmission, the Committee on Fellowships, the Committee on Leaves and Privileges, and the Academic Panel. The dean of studies is the advisor to visiting students who are accepted for study at Vassar, and to special (part-time, non-matriculated) students, and consults with students who wish to raise general questions about the curriculum of the college. The dean of studies also oversees the Office of Accessibility and Educational Opportunity.

The dean of studies office oversees the advising of all students about their curricular plans and other academic matters. The dean of first-year students supervises the pre-major advising system, is responsible for the academic program in New Student Orientation, and advises first-year students on all academic matters. Sophomores, juniors, and seniors should consult the advisor for their respective class year concerning academic matters.

The assistant dean of studies in the dean of studies office helps students who wish to petition the Committee on Leaves and Privileges and is responsible for advising students interested in undertaking a domestic academic leave at institutions in the United States and Canada, including the Twelve College Exchange the Historically Black College Exchange, and the Dartmouth/Thayer and Columbia MPH programs. The assistant dean serves as the liaison between the Office of Admission and transfer students, assists the director of pre-health advising, and works with the dean of studies on various issues of academic advisement.

Accessibility and Educational Opportunity

MaryJo Cavanaugh, Director, Accessibility and Educational Opportunity
Office: Metcalf House, first floor (x7584)

The director of Accessibility and Educational Opportunity evaluates requests for accommodations and services from students, faculty, or staff members with disabilities, and to coordinate accommodations, auxiliary aids, and services with appropriate college personnel. To ensure the provision of reasonable and effective accommodations, individuals must provide documentation of their disability or disabilities by an appropriate professional. Individuals with disabilities must also provide the director of Accessibility and Educational Opportunity sufficient time to evaluate the request, to determine the appropriate course of action, and to implement appropriate accommodations and support services.

Center for Career Education (including Fellowships, Pre-Health Advising, and Pre-Law Advising)

Stacy Bingham, Associate Dean of the College for Career Education
Complete List of CCE Staff
General Questions: cce@vassar.edu
Fellowships: fellowships@vassar.edu
Pre-health: prehealth@vassar.edu
Jobs/internships: hirevassar@vassar.edu
Office: Main Building, first floor, south wing (M-S170, x5285)

The Center for Career Education (CCE) helps students and alums envision and realize a meaningful life after Vassar. The CCE offers a variety of programs, events and services to support students and alums around the following topics:

- Career and industry exploration
- Resumes, cover letters, and other job search correspondence
- Job and internship search
- Interview preparation
- Connecting with the Vassar alum network
- Graduate and professional school advising (including law and medical school)
- Fellowships and internship grants (both Vassar and nationally competitive awards)

The CCE welcomes the opportunity to work with faculty to support your work with students! We can help with planning alum panels, showcasing post-graduate options for your majors, hosting special events related to your classes/department/program, visiting your class or Majors Committee meetings with workshop content, and posting relevant job and internship opportunities that come your way on Handshake, our one-stop resource that houses jobs and internships, upcoming CCE events, and more.

Stay in the loop about CCE-related events by signing up to receive our weekly email *The Sunday Scoop* and following us on social media!
Facebook: @vassarcce
Instagram: @vassar.cce

To request a Handshake account (to see what your students see!) and/or be added to *The Sunday Scoop* distribution list, email us at cce@vassar.edu.

Campus Safety

Arlene Sabo, Director
Office: 2500 New Hackensack Road, Security Building (845) 437-5200

The Campus Safety Office is responsible for the security of all campus buildings and student and faculty housing, as well as the enforcement of campus parking and other regulations. All automobiles and bicycles must be registered and on-campus parking requires a valid parking sticker.

Counseling Services

Wendy A. Freedman, Ph.D., Director of Psychological Services
Office: Metcalf House, first floor (845) 437-5700

The Counseling Services are staffed by psychologists and a consulting psychiatrist and provide confidential help for students who have personal concerns. Counseling for special problems is also provided by physicians at the Health Services and by the associate dean of the college for Religious and Spiritual Life and Contemplative Practices. The Counseling Services advise faculty on how best to help students but cannot discuss a particular case without written student consent. Student records are strictly confidential, including the fact of whether or not a student has been seen at the counseling services.

Health Services

Margot Schinella, FNP-C., Director
Office: Baldwin House, first floor (845) 437-5800

The Health Services primarily serve students. Faculty and staff may be seen in the clinic for emergencies. There are many well-qualified physicians in the area and health services staff are glad to assist in referrals.

Health Education

Andrea Pesavento, Director of Health Promotion and Education
Office: Metcalf House, solarium (845) 437-7769

The director of Health Education works within the residential college, in collaboration with the Health Services, Counseling Services, Residential Life Office, and student peer counseling groups to promote programs and practices leading to health awareness among all campus constituencies.

Support, Advocacy, & Violence Prevention (SAVP)

Rachel Gellert, Director of Support Advocacy and Violence Prevention
Allison Jasso, Program Coordinator/Survivor Advocate
Office: Main S-185 (845) 437-7975

The Sexual Assault Violence and Prevention (SAVP) Program, housed in the Office of Health Education, is committed to ensuring the safety and well-being of the Vassar community. It aims to prevent sexual assault, dating/domestic violence, and stalking on campus through prevention education and bystander intervention.

Residential Life

Luis Inoa, Associate Dean of the College for Student Living and Wellness
Office: Main Building, first floor, center (M-C120, x5860)

The director of Residential Life oversees programs and policy implementation regarding all aspects of student residence in campus housing. The director also has responsibility for advising student organizations within the residence halls and is in charge of the student fellow/house advisors program.

In the case of a security or health emergency, call (845) 437-7333. Assistance is also available at the Campus Response Center (CRC), Main Building and (845) 437-5221.

Campus Activities

Dennis Macheska, Associate Dean of the College for Campus Activities
Michelle Ransom, Assistant Dean of Campus Activities & Assistant Program Director for The Institute for Liberal Arts
William Rush, Director of Student Activities & Associate Director of Campus Activities
Ed Cheetham, Producing Director of the Powerhouse Theater and Associate Director of Campus Activities
Jasmine Mitchell, Assistant Director of Campus Activities
Office: College Center, north atrium (x5370)

The Office of Campus Activities coordinates student extracurricular activities and all nonacademic scheduling, including the college center and evening use of all auditoria. The office maintains the college calendar, and all lectures and other faculty-sponsored events should be registered through Campus Activities to avoid conflicts with other similar or competing events. Campus Activities manages the college convocations and commencement and makes arrangements for academic dress. The assistant dean oversees the campus activities office, College Center, Summer Programs and Campus Dining. The assistant dean also advises student organizations and programming groups.

The College Center in main building provides rooms for social, educational, and extracurricular activities and auxiliary services for the college community. It houses the campus activities office, the computer store, the post office, the Vassar College Bookstore, the WVKR radio station, offices for student government, organizations, as well as the Retreat, the Kiosk, and Matthew's Mug. The director of College Center is responsible for the college information center and the James W. Palmer III '90 Gallery in the College Center and its year-round rotating exhibits.

Located in the lobby of Main, the visitor center disseminates information concerning local area events and points of interest, including directories, maps, and schedules.

Campus Dining

Campus Dining operates the Gordon Commons Cafe in the Students Building; The Retreat, Kiosk and Vassar Express at College Center; and Matthew's Bean in the Library. Catering for special events is also available through Bon Appetit Campus Dining Catering Offices.

Student Growth and Engagement

Wendy Maragh Taylor, Associate Dean of the College for Student Growth and Engagement

Office: Main C-110 (x5426)

The Student Growth and Engagement Office's primary aim is to enhance the quality of campus life for all students through advancing Vassar's mission to provide a socially responsible and inclusive education. We promote campus inclusion, equity, social justice, global learning, and cultural pluralism through a variety of resources, including the ALANA Cultural Center to support students of color, International Student Services, the LGBTQ Center, Religious and Spiritual Life communities and resources, the Women's Center, campus dialogues on complex issues of identity and community, and First Year student resources. The annual All College Day as well as the Bias Incident Response Team are coordinated by Campus Life.

Religious and Spiritual Life and Contemplative Practices

The Reverend Callista Isabelle, Associate Dean of Religious and Spiritual Life and Contemplative Practices
Bryan Mann, Rachlin Director for Jewish Student Life and Assistant Director, Office of Religious and Spiritual Life and Contemplative Practices
Saba Ali, Advisor for Muslim Student Life

Office: Pratt House, (x5550)

The Office of Religious and Spiritual Life and Contemplative Practices is responsible for the coordination of religious services and organizations on the campus and for insuring that the diverse religious interests of students are recognized. The associate dean and assistant director also serve as counselors and are assisted by local clergy and religious associations.

International Services

Andrew F. Meade, Director of International Services and Assistant Dean for Student Growth and Engagement

Office: Main Building, second floor, CC 238, (x5831)

The Office of International Services and Special Projects offers a full range of resources for our international community of students and scholars, including advice and assistance in visa, immigration, tax, employment, cultural and general matters.

ALANA Center

Nicole Beveridge, Director of the Jeh Vincent Johnson ALANA Cultural Center

Office: ALANA Center (AL 210, x5432)

The ALANA Center supports the campus life and academic experiences of African-American/Black, Latino/a, Asian, and Native American students. The center offers leadership programs, intercultural and cross-cultural dialogues, and a big sister/big brother and alumnae/i mentoring resources. Other resources include cultural/ethnic journals, IMAGES newsletter, educational videos, career and graduate study information, a community room, computing resources, and a full kitchen.

LGBTQ+ Center

Julian Vela, Director of the LGBTQ+ Center

LGBTQ+ Center Office: College Center 213 (x3521)

The LGBTQ+ Center supports the campus life experiences of lesbian, gay, bisexual, transgender and queer students and their allies by providing social, cultural and academic programming; fostering strong leaders; highlighting Vassar's unique history; and engaging the entire campus in discussions of social justice and inclusion. The LGBTQ Center is located in College Center, Room 213.

Women's Center

Christine Stuart, Interim Assistant Director of Women's Center and
Assistant Director of First Year Experience
Women's Center Office: College Center 235 (x3521)

The Women's Center supports and celebrates women's leadership; provides empowering spaces for female-identified people; takes action to address gender inequity on campus; provides programming and resources on local, national and global gender issues; honors Vassar College's unique history; and promotes understanding among people of different genders, cultures, beliefs, racial and ethnic backgrounds, abilities and sexual orientations. The Women's Center is located in College Center, Room 235.

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IV. OFFICE OF THE DEAN OF STRATEGIC PLANNING AND ACADEMIC RESOURCES

Marianne H. Begemann, Dean of Strategic Planning and Academic Resources
Kelli Duncan, Associate Dean of the Faculty and Academic Resources
Dana Kleinhans, Assistant Dean of Strategic Planning and Academic Resources
Office: Main Building, second floor, south wing (M-S220, x 7970)

The dean of strategic planning and academic resources is charged with the general development of long term academic planning and the supervision of academic areas of the college outside the curriculum and the academic departments and programs.

The office of the dean of strategic planning and academic resources includes the office of admissions, the office of financial aid, the department of athletics and physical education, the Vassar College libraries, the Frances Lehman Loeb Art Center, the Wimpfheimer nursery school, and the infant toddler center. The office of the dean of strategic planning and academic resources is responsible for academic facilities and also administers the faculty housing program.

In all issues of computing and information services involving educational policy, the dean of strategic planning and academic resources and the dean of the faculty together are jointly responsible with the chief information officer for computing and information services. On such issues, the dean of strategic planning and academic resources and the dean of the faculty have final authority.

Athletics and Physical Education

Michelle Walsh, Director of Athletics and Physical Education
Kaitlin Leach, Deputy Director of Athletics, Director of Student-Athlete Welfare &
Senior Woman Administrator
Office: AFC, second floor (x7453)

The goal of Vassar's athletic program is to foster the ideal of the student-athlete, enabling each student to achieve maximum potential both as an athlete and as a scholar. Vassar's 20-team varsity program competes in Division III of the NCAA, as well as the Eastern College Athletic Conference, the New York State Women's Collegiate Athletics Association, and the Seven Sisters Championships. Club programs provide additional opportunities for non-varsity intercollegiate competition. There is an extensive intramural program with both competitive and recreational play that includes basketball, floor hockey, touch football, golf, racquetball, indoor soccer, softball, squash, tennis, mixed volleyball, and inner tube water polo. Faculty

members are invited to participate. Questions about the use of athletic facilities should be directed to Bruce Gillman (x7454).

Copyright Management

Andrew Ashton, Director of the Libraries

Office: Main Library (Lib-140, x5787)

The director of copyright management is charged with assuring that the college's copyright policy is made known to members of the college community, and that the college is informed of changes in interpretations of copyright law, or pending legislation and of legal decisions arising from litigation that might affect the College. The director shall arbitrate differences of opinion among members of the Vassar community concerning fair use under copyright law. (The director also serves as the college's agent to receive notification of claimed copyright infringement in accordance with the Digital Millennium Copyright Act.) As needed, the director shall consult college counsel concerning questions of copyright law.

Frances Lehman Loeb Art Center

T. Barton Thurber, The Anne Hendricks Bass Director of the Frances Lehman Loeb Art Center and Lecturer in Art

Office: Frances Lehman Loeb Art Center (L-202, x5235/5236)

The Frances Lehman Loeb Art Center houses one of the oldest college art collections in the country, containing over 17,000 paintings, sculptures, prints, drawings, and photographs spanning the history of art from ancient Egypt to contemporary America. Among its holdings are major works from the Hudson River School painters of the nineteenth century.

The Libraries

Andrew Ashton, Director of the Libraries

Office: Main Library (Lib-140, x5787)

The Vassar Libraries include the main library, the adjacent art library, the music library in skinner hall and the archives and special collections library, housed in the main library. The collections and services of the libraries have been developed to support teaching, learning, and research at the college. The libraries' collections include almost one million print volumes and sizable microtext, video/dvd, and music collections; in addition, the library provides access to a multitude of electronic resources, including full text indexes, electronic journals and electronic books. Faculty members work closely with the librarians who act as liaisons to their programs and departments; together they build and shape the collections. Acquisition order forms are available on-line at: https://library.vassar.edu/using-the-libraries/forms/book-request-form.

The director and an elected faculty member are co-chairs of the Library Committee, which oversees the policies of the library as an educational unit of the college

Wimpfheimer Nursery School and Infant Toddler Center

Carol Murray, Director

Office: Wimpfheimer Nursery School (x5630)
Infant Toddler Center Office: South Commons (x7648)

The Wimpfheimer Nursery School is a laboratory school for the study of early childhood development and education. Children of Vassar employees and community children are enrolled. The director works closely with the education and psychological science departments, and other interested faculty to support student projects and coursework. Under nursery school staff and faculty supervision, students observe children, assist with research, and hold internships and work study positions. The school offers half-day and full-day

programs for children 3 to 6, including a full-day kindergarten. Vassar employees receive a discount on tuition and priority enrollment.

The Infant Toddler Center is a year-round early childhood facility, serving Vassar and community children ages 6 weeks through 3 years old. The center also serves as a teacher training and research facility.

Faculty Housing

Allison O'Brien, Executive Assistant
Office: Main, second floor south 220(x7970)

The faculty housing office assists faculty with rental units owned by the college; and sales within the leasehold program. The faculty housing office email address is fachouseoffice@vassar.edu.

More information and contacts are available on the Faculty Housing web site located at:
https://offices.vassar.edu/faculty-housing/

Service requests submitted online at Faculty Housing Service Request. Emergencies during business hours should be directed to Service Response, (x5999).

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V. OFFICE OF COMMUNICATIONS

Victoria Grantham, Vice President for Communications
Gladwyn Lopez, Associate Vice President for Communications
Elizabeth L. Randolph, Associate Vice President for Editorial and Publications
Daria Robbins, Associate Vice President for Creative Direction
Deborah A. Swartz, Director of Social Media
Office: Main, second floor, north wing (x7400)

The Office of Communications develops and implements Vassar's overall communications strategy. The editorial and design staff oversees print and electronic publications, web development, media relations, and photography as well as public affairs activities with the greater Poughkeepsie community. The office also organizes special Vassar events such as family weekend, campus walking tours, and the Powerhouse Theater summer program.

Communications seeks information from faculty and academic departments on research, courses, projects, publications, honors, and student successes to publicize on and off campus, to the media, and to alumnae/i. To promote campus events, the office needs at least 4-6 weeks' notice to accommodate printing and media deadlines (earlier notice is welcome whenever possible). Edited text and high-resolution photos should be supplied as electronic files. Text should be provided in a Word attachment or in the body of an email, and digital images must be high-resolution (jpg format, 300 dpi). High-end scanning of printed images can also be provided.

Twice a week the office emails the Vassar Events newsletter to employees and students who subscribe. Vassar Events contains a selection of activities listed in the online campus calendar, including lectures, athletic matches, exhibits, concerts, and other cultural programs.

Communications creates and maintains all of Vassar's official websites. Faculty department and program information is fed into the website from Workday. In the event of any errors, please reach out to the Dean of the Faculty Office. Other information, such as bio update requests or department or program information should be emailed by the head of the department or a designated content provider to: webupdates@vassar.edu. Updates should be requested with as much lead-time as possible, at least two weeks in most cases. For requests longer than one page, or containing formatting such as bold or italics, please attach a Word document to the email. For web design requests, contact the director of web development.

The office does not create personal websites. However, the college provides Wordpress for individuals to create and maintain their own sites. Visit the CIS website for more information on using Wordpress: http://computing.vassar.edu/guides/wordpress

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VI. COMPUTING AND INFORMATION SERVICES

Carlos Garcia, Vice President for Technology and Human Resources; Chief Information Officer (CIO)
John Collier, Associate CIO, Operations and User Services
Kimberly Collier, Director of Business Applications
Jerry Bailie, Director, Information Security Officer
Gary Manning, Director of Application Services
Jean Tagliamonte, Assistant Vice President, Planning and Engagement
Amy Laughlin, Interim Director, Academic Computing Services

Office: Computer Center (x7230)

The Office of Computing and Information Services (CIS) is responsible for all aspects of technology at the College including computing (academic, administrative, and research), Service Desk, telecommunications, networking (both data and voice), administrative systems support, audio-visual, retail computer (and computer related) sales, and the campus Card Office (including ID cards, door access, vending, and off-campus merchant sales). The Chief Information Officer (CIO) leads CIS and oversees the systems and services that support the use of information technologies by members of the campus community, and plans for information technologies at Vassar.

Service Desk

Locations: College Center and Computer Center (x7224)

For questions about Vassar accounts or other technology needs you may visit the CIS Service Desks, conveniently located in the Computer Center and College Center. You may also contact them at servicedesk@vassar.edu or 845-437-7224 (x7224 from a campus phone). The CIS Service Desks are open during normal business hours of Monday - Friday from 8:30 AM - 5 PM. For more information, see the CIS web site at https://offices.vassar.edu/computing

Media Resources (MR)

Office: Main S-182 (x7479/7480)

Media Resources (MR), a part of Computing and Information Services, provides media and audio-visual support services for classroom/academic and administrative events. More information about MR services is detailed on the CIS website (https://offices.vassar.edu/computing/). Service requests may also be directed to the CIS Service Desk (x7224) or mediaresources@vassar.edu.

Card Office

Office: Computer Center CC-103S (x3333)

The Office of Computing and Information Services is also responsible for the Card Office, which manages the Vassar College ID card as well as access privileges and various V-Card accounts for dining, laundry, printing, copying, and off-campus merchant purchases. More information about Card Office services are detailed at https://offices.vassar.edu/card/. Service requests may also be directed to the CIS Service Desk (x7224) or card@vassar.edu.

Telecommunications

Office: Computer Center

Telecommunications, a part of Computing and Information Services, provides telephone and fax services to the campus community. Requests for updates needed to office telephones and similar needs should be directed to the CIS Service Desk (x7224) or servicedesk@vassar.edu.

Human Resources

Ginger Jurecka Blake, Associate Vice President of Human Resources and Chief People Officer
Linda Wessberg, Director of Human Resources Operations
Rocio Salvatierra, Director of Employee and Labor Relations
Veronica Zias, Assistant Director of Talent Acquisition
Sonja Krekun, Director of Benefits and Leaves Administration
Office: Baldwin, third floor (B-314, x5820)

While the Office of the Dean of the Faculty serves as the primary point of contact on employment for Faculty (including recruitment, compensation contract terms, faculty employee relations, and leaves of absence), the department of Human Resources serves the entire college through its programs of administrative and staff employment, payroll and benefit administration, staff training, professional development, employee and labor relations. The Associate Vice President provides leadership in developing policies and procedures that recognizes the significant investment Vassar makes in Human Resources, as well as the College's compliance with applicable laws and regulations.

Faculty are encouraged to direct questions regarding benefit programs (health, retirement, disability, life insurance) to benefits@vassar.edu or (845) 437-5820. Faculty who serve as supervisors of other Vassar employees are encouraged to direct their questions concerning recruitment to the Assistant Director of Talent Acquisition (recruitment), staff development and performance evaluations to the Director of Human Resources Operations. Other matters should be directed to the Associate Vice President.

VII. OFFICE OF ADVANCEMENT

Tim Kane, Vice President for Advancement
Lisa Tessler, Executive Director of AAVC
Alexas Orcutt, Director of Gift Planning and Strategic Initiatives
Gregg McCarty, Senior Director of Leadership Gifts
Elizabeth Hoffman, Director of Parent and Family Giving
Lane Sulzer, Director of Annual Giving
Kristen Andersen, Director of Principal Gifts
Richard Home, Director of Prospect Development and Research
Kristy Grimes, Director of Stewardship, Special Events, and Programs
Willa C. Vincitore '92, Associate Vice President for Alumnae/i Engagement
Ariel Peña, Associate Vice President for Advancement Services
Janine Gwinn, Associate Vice President for Advancement Communications
Martha Barry '86, Alumnae House Manager
Diana Jedlicka, Director of Volunteer Engagement and Reunion
Kara Montgomery, Director of Gifts, Records, and Data Management
Sharon N. A. Parkinson, Director of Affinity Engagement
Nancy A. Wanzer, Director of Advancement Systems and Reporting
Danielle Suter, Director of Gift, Trust and Estate Administration
Office: Alumnae House, first and third floors (x5400), Blodgett Hall, second floor

The Office of Advancement serves Vassar College by maintaining and strengthening relationships between the College and its various constituencies, and by raising the funds that are vital to sustaining and enhancing Vassar's mission of providing its students a first-rate liberal arts education.

In pursuit of these goals, the Office engages alumnae/i, parents, friends and the campus community by creating innovative and insightful programs, services and communications; nurturing a strong volunteer leadership network; and encouraging a culture of ambassadorship among our alumnae/i body.

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VIII. OFFICE OF FINANCE AND ADMINISTRATION

Bryan Swarthout, Vice President for Finance and Administration
Joseph Bolander, Director of Budget and Planning
Office: Main Building, second floor, south wing (x5500)

The vice president for finance and administration oversees the business and financial affairs of the college including financial operations, budgeting, investment management, purchasing, contracting, audit, and financial reporting; physical plant administration, construction and renovation; risk management and insurance; human resource services; and other administrative services including mail services, copying services, computer sales, and the College Store. The vice president chairs the Committee on Campus Master Planning and the Benefits Committee, and supports the work of the Committee on Priorities and Planning. He and his direct reports also serve as administrative support for trustee committees on audit, budget and finance, Facilities Operations, and investments.

The associate vice president for financial services and treasurer, the controller, the director of budget and enterprise services, the executive director of Facilities Operations services, and the associate vice president of human resources report to the vice president for finance and administration.

Review of contracts, legal counsel liaison, risk management and insurance issues are also addressed through the Office of the Vice President. Inquiries regarding insurance should be directed to the executive staff assistant (x5467).

Accounting Services

Angelique Crump, Controller
Dee Kaba, Associate Controller
Tricia Watt, Payroll Manager
Office: Baldwin (B-228, x5819)

Accounting Services is responsible for accounting, recording, and reporting all fiscal activities of the college. The associate vice president for financial services and treasurer and the controller oversee the preparation of year-end financial reports, audited by an external certified public accountant, and the college's Internal Revenue Service Form 990 (informational return for tax exempt organizations). Both reports are available from the web pages for finance and administration. The assistant controller oversees grant accounting.

Accounting Services is the repository of official records related to donor-restricted endowments and expendable gifts.

Helpful information on policies, procedures and forms related to the management of funds in approved budgets or gift and grant accounts administered by faculty members is available on the purchasing website. Additional training or advice on use of the Banner accounting system or other systems/forms necessary for sound fiscal management and internal control are available by contacting the manager of accounting operations.

Budget & Enterprise Services

Bryan Swarthout, Vice President for Finance and Administration (x5506)
Joseph Bolander, Director of Budget and Planning (x5463)
Office: Main Building, second floor, south wing

The director of budget and enterprise services works closely with the senior officers and the Committee on Priorities and Planning to develop long term financial plans for the college, consistent with priorities established through the *Governance* process. The director monitors the use of current year budget allocations, jointly with the controller, preparing management reports on results. In addition, to Budget Administration the director oversees the Vassar College Bookstore Contract Administration, Dining Services Contract Administration, Purchasing & Receiving, College Properties, Inc., Risk Management & Insurance, and assists offices around the campus in reviewing business contracts and service agreements, prior to signing.

Investments

Bryan Swarthout, Vice President for Finance and Administration (x5500)
Office: Main Building, second floor, south wing

The vice president for finance and administration oversees and coordinates the external, professional management of the college's long-term financial assets, including endowment, pension funds, and life income fund investments. In this effort, the vice president implements the policies adopted by the Investments Committee of the Board of Trustees. The vice president chairs an administrative committee overseeing the college's pension plans.

Facilities Operations Services

Maxine Coleman, Assistant Vice President for Facilities Operations
Michael Lonon, Director of Environmental Health and Safety
Maryann Pilon, Director of Project Management and Construction
Eric Lutz, Manager of Mechanical Services
Bryan Corrigan, Campus Architect
Scott Mallet, Manager of Plumbing and Heating
Tommy Zadrima, Manager of Custodial Services
Henry Williams, Manager of Service Response
Dean Jaeger, Grounds Manager
Office: Facilities Operations Service Center, South Lot (x7270)

Facilities Operations Services is responsible for the preservation and enhancement of the Vassar campus – its facilities, grounds, and infrastructure. The executive director coordinates all aspects of service and planning, including capital projects for renewal of existing facilities or new construction. Day-to-day conditions in campus buildings are the responsibility of the director of facility operations and grounds, who oversees custodial services, grounds maintenance, technical services provided by all trade departments, and the Service Response Center (extension 5999). The director of special projects manages renovation and renewal of faculty housing, oversees other campus renewal projects, as well as the campus arboretum, also serves as liaison to users of the Vassar Farm, the golf course, and the college's riverfront property.

Facilities Operations Services includes the director of environmental health and safety who also maintains a reporting relationship to the dean of the faculty and various faculty-staff committees, to maintain a safe teaching and learning environment and comply with all applicable laws and regulations.

All faculty and staff are encouraged to report conditions requiring attention to the service response center at extension 5999 or through the department's work management software. Emergencies should always be called in to the service response center at extension 5999, or after hours to the campus response center (CRC) at extension 5221.

The department follows approved policies for charging departments and offices for discretionary work or improvements, which are available from the website for Facilities Operations.

Purchasing, Receiving, and Stores

Rosaleen Cardillo, Assistant VP for Auxiliary Services
Office: Facilities Operations, North (x5841)

Reporting to the director of budget and enterprise services, the Office of Purchasing, Receiving, and Stores Department serves the college community in the procurement of materials, equipment, supplies and services essential to the operation of the college. Purchasing administers Vassar credit card programs for business travel and low-dollar purchases.

Vassar's governance procedures require that no purchase be made or indebtedness incurred on behalf of the college except on the approval of the vice president for finance and administration or the vice-president's authorized designee. Therefore, members of the faculty may not directly make any commitment of college funds, except in accordance with the policies and procedures established by the controller and the purchasing department in securing goods or services. Helpful information on policies, procedures and forms is available on the purchasing website.

College Store

Anya Giampaolo, Director
Kiran Gill, Assistant Director
Location: Juliet Building, 60 Raymond Avenue (x5870)

The Vassar College Bookstore provides a central ordering service for course books, as well as used text books, school supplies, books of general interest, and Vassar souvenirs. The director of budget and enterprise services oversees bookstore management, and consults a faculty-student advisory committee periodically.

Copy Center

Renee Desantis, Manager of Mail Room and Copy Center
Office: College Center North (x5455)

The copy center provides duplication services for faculty and departments. Faculty are advised to adhere to the college's policy on use of copyrighted material which is available in the copy center and through the Office of the Dean of Strategic Planning and Academic Resources. (*See also* "E. General Information" Section I.B. "Copyright".)

The post office is the central distribution point for Vassar College mail. There is another US Post Office located on Raymond Avenue, for additional service.

Faculty and staff are notified via email of the receipt of materials too large for individual mailboxes. Those expecting urgent or important materials, to be delivered either by public or private mail carriers, should consult the manager about any concerns. The director of purchasing oversees post office operations as well as private mail carrier arrangements.

IX. OFFICE OF ADMISSION AND STUDENT FINANCIAL SERVICES

Sonya Smith, Vice President and Dean of Admission and Student Financial Services
Office: James and Carol Kautz Admission House (x7300)

The dean of admission and student financial services supervises enrollment planning and coordinates the activities of the Offices of Admission and Student Financial Services. The dean, along with an elected faculty member is the co-chair of the college committee on admission and financial aid, which helps formulate standards and policies governing the admission of students and the awarding of financial aid. The dean is

also the chair of the Enrollment Management committee, consisting of representatives from the faculty, admissions, financial aid, and the offices of the dean of the faculty and the dean of the college.

Student Financial Services

Jacqueline Perez, Director of Student Financial Services
Ann Gitto, Senior Associate Director of Student Financial Services
Office: Main Building, first floor, south wing (M-S192, x5320)

The director of student financial services oversees the various forms of student financial assistance. Duties include counseling prospective and current students and their parents about financial aid and awarding and processing federal, state, and institutional aid.

Financial aid is awarded on the basis of need as determined by the director through a federally approved need analysis formula and is governed by federal and state regulations for government funds and by general policy set by the College.

B. TERMS OF EMPLOYMENT

I. THE FACULTY

Members of the Vassar faculty are called upon to be both scholars and teachers and to achieve excellence in each of these activities. They should also take an active part in departmental and program affairs and in the general governance of the college.

A wide range of support is made available to faculty for teaching and research, from special research grants, travel funds, and computing facilities to library carrels, paid sabbatical leaves, and a program of teaching support and development. Many of these resources are discussed in the following parts of this handbook section. The standards of faculty evaluation are discussed in Section C.

Faculty are expected to be in residence at least one week before the beginning of classes and may be called upon for service up to one week after commencement. Faculty requiring to arrive in residence after the first day of classes or to depart prior to commencement must notify their chair and obtain permission of the dean of the faculty. Chairs must be consulted regarding any absence from classes and the dean should be notified of anticipated absences of more than two days. It is understood that missed classes will be appropriately covered, usually by other faculty members, or rescheduled to a later date.

The *Governance* stipulates that, "except by special permission of the dean of the faculty and with the consent of the department, no full-time teacher shall accept paid employment or engage in independent business outside the college during the academic year or during periods of leave at full pay, or accept an engagement involving protracted absence from the college during the academic year."

A. Teaching in a Residential College

Vassar expects its students to be intellectually independent and actively responsible for their education and particular courses of study. Accordingly, classes are kept relatively small to allow for close and extended contact between student and teacher. In such a context, teaching extends well beyond the classroom and faculty also serve as advisors and mentors, direct independent research and thesis projects, and even have students join with them as junior partners in their own research. It is expected that Vassar faculty will make themselves readily available for such advising and teaching and will encourage such interaction with students.

Teaching Support and Mentoring Program - Each new member of the faculty (in a tenure-line position) is associated with an experienced member of the faculty from another department who serves as a teaching mentor for the first year. The mentoring program is under the supervision of the faculty director of the learning and teaching center, and provides guidance about teaching and assistance as needed in adjusting to the Vassar classroom. Workshops and panels on instruction and curriculum development are held during the year. The resources of the program are also available to other faculty members who may be experiencing difficulty or who may wish to improve their skills. For further information, contact the director.

URSI and Ford Scholars Programs - The Undergraduate Research Summer Institute (URSI) program provides a summer stipend to students in the sciences chosen to work on a summer research project with participating Vassar faculty. Faculty in the sciences direct one or two students for a ten week period in the laboratory or in the field. Ford Scholars are students in the humanities and social sciences chosen to work on a summer research project with faculty in these fields. They also receive a stipend. In the fall, special presentations of student work are given in URSI and Ford Scholars symposia. For further information, contact the directors of these programs.

Mary Conover Mellon House Fellows -
Vassar's House Fellow Program was established in 1951 as a means of enhancing residential life. The Committee of House Fellows (as defined in the *Governance*) and the Dean of the College administer the program. Fellows are chosen by the dean of the faculty and the dean of the college, upon application in a selection process involving House Fellows, the Dean of the College, student house officers and student fellows. House Fellows are appointed to a four-year term. In exceptional cases and upon successful review, a House Fellow may be reappointed for another four year-term. Reappointment will occur following a review of performance during a House Fellow's third year by the Dean of the College and the Dean of Faculty.

A primary requisite for candidacy is a serious commitment to the purposes and goals of the house fellow program and a willingness to invest generously of time and energies in that role. House Fellows and their families are provided with apartments in Vassar College dormitories and with meals during the academic year at the college dining center. For further information concerning the program, inquire at the Office of the Dean of the College. A notice is sent to all faculty in December inviting applications to the House Fellow Program for the following year.

B. Employment Eligibility, Immigration, and Visas

The Office of the Dean of the Faculty assists with immigration cases as needed for full-time faculty. Fees for the appropriate visas will be paid by Vassar. Full-time faculty members who require visa support should contact the dean's office as soon as possible, as visa processing times can be quite lengthy.

Once it is determined that the new faculty member requires work authorization, the Dean's office will reach out to the immigration attorneys to determine the best course of action. The dean's office will work with the faculty member and the attorneys to secure the appropriate work authorization. Both the faculty member and department need to be directly involved in the process.

Federal immigration law requires that all employees verify their employment eligibility. Each new faculty member must submit Section I of the I-9 form in the Workday system as part of the onboarding process. Once this step is completed, the faculty member will meet with a representative from the dean's office to complete the I-9 certification and

receive other pertinent information. Federal law requires that the I-9 form must be completed within three business days of the start of employment.

C. Faculty Self-Governance

Vassar has had a long and strong tradition of faculty self-governance. The *Governanc*e itself provides that the faculty as a body is responsible for approving academic policy, including the curriculum and all programs of instruction. Faculty meetings are monthly during the academic term and the definition and details of suffrage are in the *Governance*. All members of the faculty are encouraged to attend and speak.

Faculty governance is also exercised through a system of committees, as provided for in the *Governance*. Chief among these are the Faculty Policy and Conference Committee, which considers general policy matters, including revisions of the *Governance*, and conferences with the Trustees on such issues; the Faculty Appointment and Salary Committee, which reviews faculty appointments, promotions, performance, and compensation decisions; and the Committee on Curricular Policy, which considers curricular issues. Elections to faculty committees take place in the spring. All members of the faculty are encouraged to run for election and participate in the committee process.

The Faculty Club is an informal organization of the faculty with no dues. All faculty are automatically members. The club occasionally has social meetings, informal discussions of academic problems, and hears reports on faculty research. Notices of meetings are sent to all members of the faculty. The club provides a forum to discuss urgent and controversial issues of faculty concern in a less structured setting than faculty meetings and has often provided a valuable "pre-discussion" before formal faculty consideration.

D. Academic Departments and Programs

Each member of the faculty has an appointment in an academic department and/or program and is a member of that department/program. Faculty are directly responsible to their department chair or program director and should consult with them about any matters of concern. The ordinary channel of communication for departmental matters is through the chair to the appropriate administrative officer or faculty committee. All faculty, however, are free to speak directly with the dean of the faculty or the president. Faculty also have the right to speak to the chair or another member of FASC regarding any issue of concern.

The *Governance* defines the right to vote in departmental meetings but indicates that all teaching members have the right to otherwise participate in discussion, except where specifically prohibited. Chairs are elected by department members, as provided for in the *Governance*. Election is for a three-year term and normally rotated among senior members.

Chairs have a particular responsibility for introducing new faculty in their departments to the College and its procedures. While all members of a department should welcome and help their new colleagues as needed, including sharing syllabuses and other information about the curriculum, chairs should meet with them regularly to discuss any problems or difficulties that may have arisen and to make clear the college's expectations. See part C of this handbook, for specific responsibilities concerning contract and salary reviews.

Course assignments are made by the chair, in consultation with members of the department. The official college-wide course load is the equivalent of six units of instruction a year; the standard load is five units per year, with the sixth unit reserved for the normal expectation of supervision of theses, independent work, community-engaged learning, pre-major and major advising, participation in programs, and participation in departmental and college committees. (Team-taught courses and departmental courses with multiple conference sections must be weighed as part of the standard load with respect to the degree and mode

of an individual's involvement in the instruction. Lecture-lab courses in the natural sciences should be weighed in proportion to the total work required compared to a standard lecture/discussion course.)

A less-than-standard teaching load may be approved by the chair, with the permission of the dean of the faculty, in compensation for an unusual and especially burdensome workload due to a high number of student credit hours, of teaching hours, of special preparations required, or additional exceptional work during the period in question.

While the *Governance* provides that "the dean of the faculty shall have final authority in the assignment of all faculty offices and classrooms," offices are ordinarily assigned by departments from those allotted to them. The Registrar assigns classrooms, after receiving scheduling information from all departments. Requests for specific rooms will be accommodated at the Registrar's discretion.

Each academic department and program is to undergo a periodic review of its program as conducted by the dean of the faculty. This review involves both internal (departmental and College) and external assessment of the curriculum and academic program.

Departmental personnel files shall be kept in the department under the custody of the department chair. Their contents are confidential, and any examination of them shall be strictly confined to what is specifically needed in the performance of official duties. It is the responsibility of the chair to insure that examination of any material in these files, by the chair or any other member of the department, is solely on a need-to-know basis, in accordance with the provisions of the *Governance* and the *Faculty Handbook*. Under no circumstances does a faculty member have rightful access to their own departmental personnel file.

E. Student Participation

Each department and program also has a Majors Committee. Majors committees meet with the chair and other members of the department to discuss the curriculum and related issues of mutual interest, as well as to plan faculty-student social events. Majors committees also interview candidates for faculty positions when they are brought to campus and report their assessment to the department chair.
(Amended by the Faculty April 19, 2006)

II. SALARY AND BENEFITS

A. Salary - General Policies

1. Salary Scales

The Vassar faculty salary scale, showing the range of salaries in the different ranks, is published and distributed to faculty members annually. Faculty members who have not received the current scale may obtain it in the Office of the Dean of the Faculty.

2. Method of Salary Payment

The college's first payment of salary to a member of the faculty just beginning a term of service to the college will be made on or about July 25 in the year in which the contract begins. The salary for a faculty member is paid in twelve installments. For those on a July-June pay cycle, the salary payments made in July and August are advances against the upcoming contract year. If for some reason actual employment does not occur, such advances must be returned to the college.

All faculty members are paid via direct deposit only. Deposits can be made to virtually any bank or credit union. Upon hire, faculty members are provided with direct deposit authorization forms that are required to be completed and returned to the controller's office within 30 days of hire. Direct deposit forms are also available in the payroll office and the controller's office if needed for changing banks, changing account numbers, etc. Questions regarding direct deposit should be directed to the payroll office (x5881).

B. Employee Benefits for Members of the Faculty

Full descriptions of Vassar's comprehensive benefits package are available on the College's Human Resources site under "Benefits and Wellness" Plan descriptions as noted in this handbook are brief descriptions. We urge you to read the complete description of each benefit before making benefit choices. In the event of discrepancy between information in this handbook and the full plan document, the plan document shall govern. Further questions on a specific benefit should be directed to the Benefits office at benefits@vassar.edu or by dialing ext. 5850.

Vassar College may revise or discontinue at any time, any of the plan benefits for both active and retired employees.

Employees who terminate their employment or are discharged may have the right to continue certain benefits at their own cost (see the Continued Coverage under COBRA section of the individual plan descriptions or contact the Benefits Office). No rights to employment or benefits accrue to any employee, dependent, or beneficiary by any statement in or omission from this handbook.

C. Reimbursement of Moving Expenses for New Appointees

Moving expenses are provided for tenure track appointments and visiting appointments of more than one year.

The College contributes to moving expenses as follows:

up to 750 miles = $2,500
751 to 2,000 miles = $3,500
over 2,000 miles = $5,000

Payments are made on a reimbursement basis only since the payment is subject to taxes. Receipted invoices covering the cost of moving household possessions, personal effects, books, and the candidate's travel expenses must be submitted to the Office of the Dean of the Faculty. Reimbursement of receipts received by the 10th of the month will be included in the next paycheck. Receipts received after the 10th of the month will be reimbursed in the following month's paycheck.

Arrangements with regard to any exceptional moving expenses should be settled at the time contracts are negotiated.

D. Health Insurance Benefits

Vassar College offers a choice of medical plans to all Benefit eligible faculty. Health plans and their costs are subject to change annually, effective January 1. Upon becoming eligible for health benefits, Faculty are asked to select their health benefits within the Workday system. If an employee does not select a medical plan within (30) thirty days of eligibility, they will not be able to enroll until Open Enrollment, with insurance effective January 1 of the following year. Should you have a "qualifying life event" such as, birth, marriage, divorce, death, loss of coverage or gains coverage elsewhere, you may be eligible to change your insurance coverage outside of Open Enrollment.

Open Enrollment is an annual event in which employees have the opportunity to review their current benefit selections and may make changes if deemed necessary. During Open Enrollment employees may also add qualified dependent(s) whom they have not previously enrolled or remove currently enrolled dependent(s). Please note: an active court order stating that you must cover a dependent(s), will prohibit you from being able to remove that dependent without documentation from the proper Court system.

Eligibility – Faculty members on full-time, full-year contracts, faculty members on full-year contracts of half-time or more, and faculty members on one-semester contracts with a teaching load equivalent of 3.0 teaching units are eligible to enroll in health benefits. Health benefits for Faculty members with contractual start dates on or before September 1 begins September 1st. Faculty members with contractual start dates after September 1 are eligible for coverage on the first day of the month coinciding with or following their contractual start date.

Unless otherwise stated, health benefit coverage continues until the end of the month in which employment with the College ends.

Cost - The college currently contributes 85% of the cost of individual medical plan premium, and 70% of the premium of individual-plus-dependents policies (based on the premium for the EPO plan). The employee's portion of the premium is paid through payroll deduction as a pre-tax deduction. This means that the employee does not pay Federal, State or FICA tax on the cost of the medical plan premium. Under NYS law, domestic partner coverage is fully taxable. The value difference of the domestic partner's coverage will be taxed as imputed income.

Rates and/or contributions changes will be effective January 1st. However, the College reserves the right to change the contribution rates if deemed necessary with advanced notice.

Dependents: For purposes of determining medical benefit eligibility, dependents are:

1. legal spouse

2. unmarried dependent children turning 26 during the plan year and/or under the age of 26. (Children who turn 26 during the plan year will be covered through 12/31 of the year in which they turn 26), and must be claimed on the employee's Federal income tax return. (Children are defined as: natural children, legally adopted children, stepchildren who are claimed as dependents on the employee's federal income tax return and/or a child for whom the employee is the proposed adoptive parent and who is dependent on the employee during the waiting period prior to the adoption being final.)

3. unmarried children of any age who are unable to work or support themselves because of mental illness, developmental disability or mental retardation as

defined in the New York State Mental Hygiene Law, or because of physical handicap. A physician must certify the disability.

4. domestic partner (of the same or opposite sex). An Affidavit of Domestic Partnership with corresponding documentation must be submitted and approved by the Benefits Department before the domestic partner may be added to any plan. Please contact the Benefits Department for specific details of domestic partner eligibility/coverage and to obtain the Affidavit of Domestic Partnership.

Changes in Medical Insurance Coverage: Adding/Removing Dependents

Per IRS guidelines, dependents may be added or removed under the following circumstances:

1. **At time of hire**:Within 30 days of the employee's **date of hire** at Vassar.

2. **Open Enrollment:** Is the designated time frame in which all benefit eligible employees may review their existing benefit enrollments and may choose to modify their plan choices or add/remove any eligible dependents from their plans. This period is generally held in November and the change in coverage takes effect on the following January 1.

3. **Qualifying Life Event**: Dependents may be added/removed within 30 days of the qualifying life event. Qualifying life events include:

- birth or adoption of a child
- marriage
- death of a spouse/domestic partner
- spouse/domestic partner loses employment and benefits
- spouse/domestic partner loses benefits at work
- marriage, gains coverage with new parent
- gains coverage under other biological parent
- dependent obtains coverage through their employer

Note: dependent child(ren) are covered through the end of the year in which they turn 26 years of age.

E. Medical Plan Opt-Out Credit

Benefit eligible employees may qualify to receive a payment of $550 across the plan year distributred across bi-weekly payroll adjustments in lieu of enrolling in the medical plans that are offered by the College. To be eligible, the employee must have commercial medical insurance through a source other than Vassar, and provide documentation, to receive the payment. Coverage obtained in the individual market, whether or not obtained through the Marketplace will disqualify you from receiving the medical plan opt-out credit. Employees that become benefit eligible after January 1st will receive a prorated amount based on their hire date.

In order to receive this credit, the employee must actively elect "Medical Plan Opt Out Credit" during enrollment at hire and every year during open enrollment.

This credit will only be processed via payroll and will be indicated as income. All applicable Federal and State taxes will apply.

F. Life Insurance

1. Group Life Term Insurance

All full-time benefit-eligible Faculty members become eligible for this coverage on the first (1) day of their fourth (4) full month of employment. However, if within three (3) months prior to the commencement of employment at Vassar, an employee was insured under another employer's group life insurance plan, that employee becomes eligible for this coverage on the first (1) day of the first (1) full month of employment. In order to waive the waiting period, employees must provide the Benefits Department with evidence of insurability from their former employer.

The College assumes the full cost of this coverage.

Employees must complete enrollment and identify beneficiary information in the benefits enrollment Workday system prior to their eligibility date in order for this coverage to become effective.

The amount of life insurance is equivalent to the employee's annual salary, or a minimum of $50,000 with the maximum benefit of $200,000. Employees aged seventy (70) or older have a benefit reduction of 50% per the plan. Federal taxes apply to any Vassar-paid life insurance in excess of $50,000. Coverage will be rounded to the nearest thousand.

Accidental Death and Dismemberment benefits are also provided under this plan. In the event of accidental death, the principal amount of this benefit is equal to the term life insurance amount. Eligibility for Accidental Death and Dismemberment insurance is the same as the eligibility for the term life insurance benefit, shown above.

2. Supplemental Life Insurance

Within thirty (30) days of hire, or during open enrollment offerings, Faculty may purchase additional life insurance through payroll deduction with amounts under $200,000 issued without medical underwriting. Supplemental life insurance requested at any other time is dependent on medical underwriting by our insurer.

G. Family Medical Leave Act (FMLA)

Family Medical Leave Act (FMLA) is a federal law which protects an individual's job and benefits for up to twelve weeks per year of medical-related absence, provided the faculty member worked at least 1,250 hours before the absence. Vassar tracks annual FMLA use on an academic-year basis (July through June.). This runs concurrent with all other medical leaves or parental leaves.

Eligible employees can take up to twelve (12) weeks of unpaid, job-protected leave in a twelve (12) month period for the following reasons:

- The birth of a child or placement of a child for adoption or foster care;
- To bond with a child (leave must be taken within one year of the child's birth or placement);

- To care for a spouse, child, or parent who has a qualifying serious health condition;
- For the employee's own qualifying serious health condition that makes the employee unable to perform the employee's job;
- For qualifying exigencies related to the foreign deployment of a military member who is the employee's spouse, child, or parent.

An eligible employee who is a covered service member's spouse, child, parent, or next of kin may also take up to twenty-six (26) weeks of FMLA leave in a single 12-month period to care for the servicemember with a serious injury or illness. An employee does not need to use leave in one block. When it is medically necessary or otherwise permitted, employees may take leave intermittently or on a reduced schedule. Employees may choose, or an employer may require, use of accrued paid leave while taking FMLA leave. If an employee substitutes accrued paid leave for FMLA leave, the employee must comply with the employer's normal paid leave policies. While employees are on FMLA leave, employers must continue health insurance coverage as if the employees were not on leave. Upon return from FMLA leave, most employees must be restored to the same job or one nearly identical to it with equivalent pay, benefits, and other employment terms and conditions. An employer may not interfere with an individual's FMLA rights or retaliate against someone for using or trying to use FMLA leave, opposing any practice made unlawful by the FMLA, or being involved in any proceeding under or related to the FMLA. An employee who works for a covered employer must meet three criteria in order to be eligible for FMLA leave. The employee must:

- Have worked for the employer for at least 12 months;
- Have at least 1,250 hours of service in the 12 months before taking leave; and
- Work at a location where the employer has at least 50 employees within 75 miles of the employee's worksite.

Generally, employees must give 30-days' advance notice of the need for FMLA leave. If it is not possible to give 30-days' notice, an employee must notify the employer as soon as possible and, generally, follow the employer's usual procedures. Employees do not have to share a medical diagnosis, but must provide enough information to the employer so it can determine if the leave qualifies for FMLA protection. Sufficient information could include informing an employer that the employee is or will be unable to perform his or her job functions, that a family member cannot perform daily activities, or that hospitalization or continuing medical treatment is necessary. Employees must inform the employer if the need for leave is for a reason for which FMLA leave was previously taken or certified.

FMLA job and benefit protection "overlays," i.e. runs concurrent with any disability benefits such as short or long-term disability (see below), paid maternity leave, or workers compensation leave. It also covers unpaid medical-related leaves, such as unpaid time away to care for an ill family member.

FMLA provides job and benefit security only; it does not provide payment for leaves. Faculty members wishing to take time away from work to care for a family member should arrange the leave with the Dean of Faculty. Usually family leaves are unpaid (see Unpaid Leaves of Absence below) and granted by the department in consultation with the benefits office according to FMLA provisions.

H. Short-Term Disability Salary Continuation

Faculty members, who must be absent from work due to a short-term illness, including disability, may be eligible for salary continuation for a limited time. Salary continuation is normally granted for a two (2) month period. The Dean of Faculty in consultation with Human Resources may authorize a longer interval of salary continuation. In order to qualify for salary continuation, Faculty members must supply sufficient evidence of disability from their physician to the Benefits Department. This doctor's notice must state the reason for absence, the beginning date of disability, and the expected date of return to work.

Maximum extended salary continuation is usually six (6) months (*See* Section I: Long-Term Disability Insurance.)

After six (6) months of total disability, if the claim is accepted, the policy provides a monthly income benefit for the maximum periods defined below:

Disability Commencement Date	Maximum Coverage Period
59 years or younger	To 65th birthday
60 through 68 years	60 months or to 70th birthday, whichever occurs first
69 years or older	12 months

The disability income benefit is payable directly to the disabled employee. The income payable on a monthly basis equals 60% of the employee's basic monthly salary to a maximum payment of $10,000 per month. The term "basic monthly salary" is defined as 1/12th of the basic annual salary rate and does not include any other forms of additional compensation. Payments will be reduced if the disabled employee receives other disability income.

Additionally, the monthly annuity premium benefit provides for the continuation of contributions toward the employee's retirement account during the period of disability. The monthly annuity premium amount will be based on the employee's salary at the onset of the disability. If disabled employees become newly eligible for the retirement benefit during their disability, new retirement account contracts will be established with a benefit amount based on the employee's salary at the onset of the disability.

Questions on the effect of a disability upon a Faculty member's employment status should be directed to the Dean of the Faculty.

I. Long-Term Disability Insurance

1. Group Long Term Disability Insurance

Long-Term Disability benefits are provided to an employee as income security in the event he/she is totally disabled and no longer able to perform his/her job responsibilities. Vassar College assumes the full cost of this coverage.

All active full-time faculty members working at least 1,000 hours per year become eligible for this coverage on the first (1) day of the month following the completion of one (1) year of employment and the attainment of age twenty-five (25). However, if within three (3) months prior to the commencement of employment at Vassar, an employee was insured under another employer's group

total disability plan which provided for a minimum of five (5) years of income benefits, that employee will become eligible for this coverage on the first (1) day of their first (1) full month of employment. In order to waive the waiting period, the employee must provide the Benefits Department with evidence of insurability from their prior employer.

2. Supplemental Long Term Disability Insurance

During periodic open enrollment periods, Faculty may purchase additional long-term disability coverage through payroll deduction. Medical underwriting may apply.

J. Retirement Account (Employer portion of the Vassar 403b Retirement Plan)

Eligibility

Tenured faculty:
Eligibility begins on the pay period following hire and completion of the benefit elections.

All other benefits-eligible Faculty:
Eligibility begins on the pay period following completion of one (1) year of continuous employment in a benefits eligible position.

The college contributes an amount equal to a percentage of the Faculty member's base salary to a retirement account in which the Faculty member is fully vested. The contributions may be invested into age-appropriate Target Date Funds. The employee will have an opportunity to choose Fidelity or TIAA as their providers for this contribution. The contributions earn interest and dividends until Faculty members receive them as income at the time of their retirement. Funds are not available for withdrawal under any circumstances until the Faculty member terminates employment with the college. The percentage of base salary that is contributed to a Faculty member's retirement account is determined by the Faculty member's age on July 1 as follows:

Attained Age on July 1	College Contribution
21 but less than 30	7%
30 but less than 40	11%
40	12%

This benefit is subject to change at the discretion of the college. The college has an administrative Retirement Committee that meets quarterly to monitor and discuss the 403(b) plan's investment funds and providers. The Committee is made up of those who, in accordance with Department of Labor guidance, have fiduciary responsibility for Vassar's 403(b) plan, specifically; the Vice President for Finance and Administration (Chair), Vice President for Technology and Human Resources, Associate Vice President of Human Resoiurces and Chief People Officer, Director,Benefits and Leaves Administration, and Controller. The budget member of FPCC attends Retirement Committee meetings and, with the chair of FCC, informs the Faculty on the nature and magnitude of changes to Vassar's 403(b) retirement plan.

Faculty members may direct the investment of the College's contribution at any time. If Faculty members do not choose investment allocations for their retirement accounts, their funds will be allocated by default 100% to an age-appropriate Fidelity Investments Target Date Fund. These self-rebalancing "Target Date" funds provide a diversification of assets

appropriate, in our vendors' judgment, for the amount of time before the participant's retirement.

K. Supplemental Retirement Account (SRA)

Faculty members may elect to participate in a Supplemental Retirement Account (SRA) upon their date of hire with a default contribution of 4%. This contribution amount can be changed at any time, using a dedicated website: Netbenefits. Contributions may be directed to Fidelity Investments, TIAA, or both. Information on the investment funds available from both vendors is available via website, in person from vendor consultants, and from the Benefits Department. SRA funds not allocated as specific investments will be defaulted to target-date funds as described above.

Federal Law sets the maximum contribution by an individual to an SRA. The Benefits Department (extension 5850) can provide annual maximum information.

Under the group SRA, Faculty members have the option of borrowing against their fund balance, within IRS guidelines. (Vassar employer contributions are not available for loan.) SRA loans have significant tax consequences.

L. Health Savings Account (HSA) and Available Flexible Spending Accounts

All benefit eligible Faculty members are eligible to participate in the flexible spending accounts on their benefit eligibility date. To be eligible to elect a Health Savings Account (HSA) you must be enrolled in the Vassar high Deductible Health Plan, with no secondary coverage (including Medicare) .

No employee can have both an HSA and a Full FSA. However, you may elect to enroll in an HSA and a *Limited* Dental Vision Flexible spending Account.

HSA: Contributions to the HSA are done so on a pre-tax basis and must be used for *qualified* medical, dental, vision and prescription expenses. (see IRS definition/guidelines for more information).

The contribution, per pay, to an HSA account may be changed at any time but must not exceed the IRS annual maximum contribution. HSA balances remain available in the following plan year and may be accumulated.

FSA: Contributions to an FSA are done so on a pre-tax basis and may be used for eligible medical, dental, vision and pharmacy expenses. This account may be used to pay for the employee's own expenses and/or for those of their spouse and other dependents (as claimed on the employee's federal tax return). During new hire and annual Open enrollment an election must be made for the plan year. Annual contribution limits are determined by the IRS and will change from year to year. FSA contributions may not be changed mid plan year after election. However, the IRS allows for benefits changes under a qualified life event and FSA changes may apply.

Balances in the FSA must be utilized by March 31st of the following plan year. Any remaining amounts will be forfeited by April 1st. Benefit eligible Faculty members who do not elect to participate within thirty (30) days of their date of hire may only elect future participation during the annual open enrollment period.

Dependent Care Spending Account: A dependent care account must be used to pay for the expenses of caring for the employee's dependent child or children under the age of 13 and/or for a spouse or dependent who is mentally or physically disabled and incapable of self-care. These dependents must reside in the employee's household. The expenses associated with the dependent care must be for the purpose of allowing the employee and spouse to work. The care provider must have a Tax ID or Sole Proprietorship to be a qualified provider.

The IRS sets the annual maximum for the dependent care spending account on an annual basis. This maximum is per family, even if both spouses each have separate dependent care flex accounts at different employers.

Transit/Parking Account: Unlike the medical and dependent care accounts, transit /parking accounts may be elected and changed on a rolling, month-to-month basis.

These accounts cover the cost of public transportation to and from Vassar, e.g. Metro – North from Manhattan to Poughkeepsie.

M. TeleMedicine

All benefit eligible employees are provided with access to HealthiestYou a telemedicine provider. The premium for this benefit is funded by Vassar. Your dependents may use this benefit as well for them to access.

It includes:

- 24 hours/7 day access for routine questions, care or prescriptions from board certified physicians with a minimum of five years' experience.
- Expert second opinion for complicated/concerning diagnoses.
- Unlimited mental health phone/video counseling.
- Nutritional counseling from certified dieticians in a range of specialties.
- Healthy neck and back coaching.

Employee Assistance Program (EAP)

Vassar offers an Employee Assistance Program (EAP) to all employees and their dependants. The EAP provides referral and case-management for other work/life needs such as childcare, elder care, and debt counseling. A free thirty-minute phone consultation with an attorney is provided by the EAP for legal questions, followed by access to discounted legal fees. The EAP is available 24 hours a day/7 days a week for crisis intervention, and during regular business hours for counseling appointments. The service can be reached at (800) 624-5544 (company code "Vassar").

Campus Access

All Faculty members and their dependents may use the college libraries and athletic facilities free of charge during the year. Please note a dependent ID card is required to borrow books from the library and to gain access to the Athletic facilities. Emeriti/ae and their spouses also require ID cards.

- Libraries
- Fitness Center

Golf Course: There is a reduced fee per round for use of the college nine-hole golf course. For current fees and more information please visit: **Vassar Golf Course**

N. Tuition Benefits

The college supports faculty members' continued education and that of their children, spouses or partners. Vassar offers tuition remission for study here, as well as grants for children's study at other colleges.

Details of Vassar's tuition plans follow. All full-time faculty members, except non-tenure track faculty on appointments of less than three years, are eligible for tuition benefits. Contracts of less than three years do not apply toward the eligibility requirements for tuition benefits. In certain circumstances, the president may grant tuition benefits to part-time faculty who have given at least ten continuous years of service to the college, the majority of which were at half-time or more.

1. Grants for Tuition at Other Colleges (Dependent Children of Faculty Members)

Dependent children of faculty members who attend other accredited colleges or universities as undergraduate full-time students will receive grants of one-half of Vassar's tuition per semester, or the amount of the tuition charged by their college, whichever is less, for a maximum of four years (8 semesters or 12 trimesters). If both parents of the child are members of the Faculty, only one parent receives the tuition benefit.

Faculty must complete a tuition grant form and attach the corresponding tuition bill from the college. Forms can be completed in Workday.

Tuition grant checks are made payable only to the college or university (not to the Faculty member) and are mailed directly to the institution.

To be eligible for tuition benefits, a dependent child must be under the age of 24 at the beginning of the semester in which benefits are being requested and the child must be claimed as a dependent on the Faculty member's tax return.

Faculty members who leave the employ of the college before the end of a semester for which they, or their dependents, are receiving benefits must reimburse the college, on a pro-rata basis, for the benefits received for that semester.

Under no circumstances will the dependent child receive tuition benefits for more than the equivalent of eight semesters (or twelve trimesters) of academic work. This limit applies to all tuition benefits (Vassar tuition remission, tuition remission for summer and semester programs abroad, "special student" coursework, and tuition grants at other schools) *combined.* Summer and special programs are counted as partial semesters based on their academic unit equivalents.

In determining whether a school is eligible to receive grants under this benefit, the benefits office will consult Vassar's Registrar to verify that the institution is an accredited, degree- granting school.

Benefits are not provided for Faculty or spouses/partners for study at institutions other than Vassar.

The Faculty member must be employed at Vassar on the first day of classes in order for the dependent to be eligible for any tuition benefits during that semester.

For those dependents eligible for the tuition benefit, full tuition remission is granted for study at Vassar, whether matriculating or exchange.

2. Vassar Tuition Remission (Faculty, Spouses/Partners and Dependents)

Eligible Faculty members who are accepted by Vassar College in the regular undergraduate program, and who continue to work full-time in fulfilling their duties, will receive full tuition remission for courses taken at Vassar for a maximum of four (4) years (8 semesters).

Eligible spouses/domestic partners and dependents of faculty members who are accepted by Vassar College in the regular undergraduate program will receive full tuition remission for courses taken at Vassar for a maximum of four years (8 semesters).

Any individual eligible under this benefit, either as a matriculate or on exchange, will receive full tuition remission for up to 8 semesters to attend Vassar.

Eligible coursework pursued off-campus and applied towards the Vassar degree requirement (for example, exchange programs or study away programs) will be covered up to one-half of Vassar's tuition.

High school students (dependents of eligible faculty) taking courses at Vassar for credit are billed for each unit but receive tuition remission. When the student accumulates five units of academic work, Vassar assumes that one semester of the tuition remission benefit has been used.

Five units of academic work taken as a "special student" (see below) will count as one semester of tuition remission.

Under no circumstances will the dependent child receive tuition benefits for more than the equivalent of eight semesters (or twelve trimesters) of academic work. This limit applies to all tuition benefits (Vassar tuition remission, tuition remission for summer and semester programs abroad, "special student" coursework, and tuition grants at other schools) *combined.* Summer and special programs are counted as partial semesters based on their academic unit equivalents.

Individuals must be employed on the first day of Vassar classes in order to be eligible for any tuition benefits during that semester.

Faculty who leave the employ of the college before the end of a semester for which they, or their dependents, are receiving benefits must reimburse the college, on a pro-rata basis, for the benefits received for that semester.

To be eligible for tuition benefits a dependent child must be age 24 or younger at the beginning of the semester in which benefits are being requested and the child must be claimed as a dependent on the faculty member's tax return.

Benefits are not provided for faculty, their spouses or partners for study at institutions other than Vassar.

3. Vassar "Special Student" Program

Full-time faculty, their spouses/domestic partners, and their dependent children may take Vassar courses for credit (without matriculating as a full-time undergraduate), if they have been accepted by the dean of studies as a "special student."

In all cases, the appropriate academic requirements must be met and space must be available in the class in order to qualify as a "special student."

Faculty members, their spouses/domestic partners, and their dependent children must pay the registration fee per course, per semester, as a "special student."

This tuition waiver does not apply to courses taken in music performance or to other courses where special course fees are charged.

A maximum of six courses, per student, may be taken as a "special student."

Five units of academic work taken as a "special student" will count as one semester of tuition remission.

Faculty must be employed on the first day of Vassar classes in order to be eligible for any tuition benefits during that semester.

Faculty who leave the employ of the college before the end of a semester for which they, or their dependents, are receiving benefits must reimburse the college, on a pro-rata basis, for the benefits received for that semester.

To be eligible for tuition benefits a dependent child must be age 24 or younger at the beginning of the semester in which benefits are being requested and the child must be claimed as a dependent on the faculty member's tax return.

Under no circumstances will the dependent child receive tuition benefits for more than the equivalent of eight semesters (or twelve trimesters) of academic work. This limit applies to all tuition benefits (Vassar tuition remission, tuition remission for summer and semester programs abroad, "special student" coursework, and tuition grants at other schools) *combined.* Summer and special programs are counted as partial semesters based on their academic unit equivalents.

O. Workers' Compensation

Treatment of job-related injuries is covered by Workers' Compensation Insurance, provided the proper procedure for reporting is followed, and subject to adjudication by Vassar's Workers' Compensation insurer. It is important that all occupational illnesses or injuries, however minor, be reported by completing the Vassar Incident Reporting form and sharing that form with your department chair, to the Benefits Department, or to the director of environmental health and safety. For any questions about workplace safety and reporting please contact Mike Lonon, Director of Environmental Health and Safety at

mlonon@vassar.edu. For support related to treatment of a workplace injury please contact benefits@vassar.edu.

Q. Unpaid Leaves of Absence

All benefits continue during paid leaves of absence up to one year. During a one-semester parental leave at two-thirds pay, the college's contribution to the faculty member's Retirement Account is computed according to the half salary base. (*See* Section K. "Retirement Account," *Faculty Handbook*, B. "Terms of Employment," Article II "Benefits")

Vassar discontinues all benefits and benefit contributions during a faculty member's unpaid personal leave of absence. Benefits will be stopped for the duration of the unpaid personal leave regardless of any pay arrangements that may be made with the payroll department, e.g., six months pay, paid over twelve months.

Faculty members taking unpaid personal leaves will be notified by the benefits office when their benefits have been stopped. They will be given the necessary paperwork and directions on continuing some of their benefits at their own expense during the period of unpaid leave. Benefits will be reinstated, and Vassar contributions towards these benefits will begin again upon return to active employment at Vassar.

In planning for an unpaid leave, a faculty member should consult with the department chair, the dean of the faculty, and the benefits office. Unpaid leaves require the approval of the dean of the faculty and the president.

P. Preschool and Childcare Options

1. The Wimpfheimer Nursery School (WNS) and the Infant Toddler Center (ITC) are operated by the college located on the Vassar College campus. All arrangements for preschool and childcare are the responsibility of the parents and must be made directly with WNS and ITC. Eligibility requirements, space availability, financial arrangements, etc., are between the parents and the preschool or childcare facility. Vassar employees are eligible for discounted preschool and childcare tuition.

Q. Retiring from Vassar

Faculty are eligible to be considered as "retired" from the college at the age of 60 or older after having completed a minimum of 10 years of full-time service earned after age 50. Any Faculty who are planning for retirement need to notify the Dean of Faculty Office by October 31 of the fall prior to their effective retirement date.

R.. Phased Retirement Program

Tenured faculty with at least fifteen (15) years of full-time service at Vassar who are considering plans for retirement may be interested in phased retirement. Faculty may begin phased retirement in any of the ten academic years following the academic year in which they turn 61. Phased retirement may last for a term of one (1) to four (4) years and in any case must be completed by the end of the academic year during which the faculty member turns 71. During the phased retirement period, a faculty member engages in activities such as teaching on a reduced load, research, writing, service to the College, or some combination of such activities, with the equivalent of half-time responsibilities at half pay. Each year of the phased retirement period, faculty members receive a prorated salary increase based on half-time employment corresponding to the base raise for faculty at the rank held prior to entering phased retirement. By electing to participate in the phased retirement program, faculty members provide irrevocable notice that they will voluntarily give up tenure and retire at the end of the phased retirement period. Faculty members on phased retirement may elect to retire prior to the end of the phased retirement term by providing the Dean of the Faculty at least a semester's notice if the phased retirement duties include teaching.

Faculty who wish to participate in the phased retirement program must formally reach agreement with the Dean of the Faculty no later than October 31 of the academic year prior to the academic year in which they intend to begin phased retirement. The agreement specifies responsibilities during the phased retirement term equivalent to a half-time position and addresses office, computer, lab, and studio space needs on an individual basis depending on the duties involved. Academic suffrage rights during the phased retirement term conform to the rules of the *Governance*. Faculty who may be interested in phased retirement should contact the Dean of the Faculty as early as possible to discuss options and obtain more information.
(Approved by the Board of Trustees, May 22, 2009.)

S. Post-Retirement Health Benefits

Faculty hired before July 1, 2008 (and those with an appointment letter dated prior to February 29, 2008) and retiring at age sixty (60) or greater, after a minimum of ten (10) years of continuous service in a benefits-eligible position after the age of fifty (50) may participate in the College's Retiree Healthcare Reimbursement plan.

The post-retirement healthcare reimbursement plan is designed for Faculty over age sixty-five (65) and are enrolled in Medicare part A and B. To retain eligibility for the benefit, a Faculty member retiring before age sixty-five (65) must be enrolled in the Vassar healthcare plan and pay the full monthly cost to remain on the College's health insurance; for active employees or, if married to a Vassar employee, be covered under the Vassar employee's insurance. In the case of a Faculty member continuing on a spouse's plan in lieu of Medicare, the post-retirement medical benefit begins when the spouse retires or otherwise loses Vassar coverage.

The College's post-retirement medical benefit is a Retiree Healthcare Reimbursement Account, credited by the College to the retiree on an annual basis. The retiree may use the account to reimburse purchase of medical and prescription Medicare insurance supplements. The account also covers other out-of-pocket medical expenses such as co-pays, dental care, Medicare Part B premiums, or spouse's medical costs, as the retiree chooses. Provided the account funds are used for these "qualified medical expenses," the account contributions are not taxable income to the retiree.

Account funds are for medical reimbursement only, and do not survive the death of the retiree as inheritable assets.

III. GRANTS AND AWARDS

A. Grants Office

The grants office is an institutional collaboration between the dean of faculty office and the development office. The director of grants administration (dean of faculty office), the director/associate director for corporate, foundation and government relations (development), and the director of grants accounting work together to provide support for faculty in all aspects and stages of the grant process.

B. Internal Grants and Awards

1. Committee on Research Funds

a) The committee on research, an elected faculty committee, awards funds for faculty research from specific college funds set aside for this purpose. There are two award cycles each year. Proposals are due after the mid-semester break in the fall and spring. The application form and instructions are posted online.

b) Faculty may apply for awards for a variety of expenses connected with initiating and completing scholarly and artistic projects. These include costs of publication (e.g., page and offprint charges); subventions; clerical and research assistance; the production of illustrative materials; travel and lodging; supplies, fees associated with access to libraries and other special collections; library materials; services (e.g., translation), and similar items that are crucial for the project, language training required for research, and purchase of scientific and laboratory supplies, as well as supplementary conference travel. Award funds do not cover food, travel to and from sabbatical venues, or local travel.

c) The grants office provides administrative support for the committee on research awards. Questions concerning awards should be directed to the grants office.

2. Carolyn Grant ’36 Endowment Fund

a) The Carolyn Grant committee awards funds for curriculum development. The awarding committee is comprised of both faculty and administrators.

b) The Carolyn Grant ’36 Endowment Fund offers faculty members the opportunity to integrate expressive arts and experiential processes into their teaching and to explore pedagogical methodologies that engage the imagination in a hands-on way. “Experiential processes” include storytelling, movement, drawing, verbal-enactment, meditative-arts, group process and dialogue, creative applications of myth, dream, folklore, and new audio-visual intensive models of instruction and expression provides information about this fund and its awards.
http://carolyngrantendowment.vassar.edu/

c) The grants office provides the administrative support for the Carolyn Grant Endowment Committee awards. Questions concerning awards should be directed to the grants office.

3. Office of Faculty Research

a) The office of faculty research awards funds to faculty for curriculum and research development.

b) For further information concerning the office and the purpose of the funds contact the director of faculty research development.

c) The grants office provides administrative support for the director of research development. Questions concerning awards should be directed to the grants office.

C. External Funding

Faculty members are encouraged to seek funds from foundations, government agencies, and corporations to support research and curriculum development. The grants office staff support faculty in all aspects and stages of external grant seeking.

To ensure institutional support for the project, faculty members are required to consult with a number of different offices within the college. Grants office staff provides guidance in this process.

The grants office website (http://grants.vassar.edu/) provides detailed information on services offered and procedures to be followed.

D. Financial Compliance Mandates

1. Grant Effort and Supplemental Compensation

a. Summer Grant Salary

In applying for external funding, faculty may seek summer salary. Such requests should assume a nine-month academic salary (the 12 monthly payments currently received by faculty are a personal and administrative convenience). Thus, each month of summer research represents 1/9 of the salary base. Support may vary according to the scholar's degree of commitment to the project (e.g. 25%, 50%, 100% effort) and the duration of the research activity (e.g. 1/9, 2/9, 3/9). It is appropriate to reflect a salary increase for each year of effort on a multi-year project.

In some cases, fund sources have established a maximum level of summer salary support (e.g. NSF allows 2/9 at 100% effort). Other funding organizations have a predetermined flat research stipend, regardless of the scholar's salary base. In some instances, agencies have eliminated salary support as an eligible project cost. Consult with the grants office for further information.

It is expected that faculty will request fringe benefits and indirect costs on all grant applications when these are allowed. By federal requirements, FICA must be included in all salaries. For short-term, non-continuing grant personnel, it is expected that, at minimum, FICA and medical insurance will be requested for all grant-funded appointments of six months or more. Consult with the grants office for further information.

b. Academic Year Grant Salary

If allowed by the funding agency and approved by the applicant's chair and the dean of the faculty, grant salary may be used during the academic year to buy released time from teaching and other duties on a prorated basis. Normally, each course of released time is calculated as being equal to 1/5 of the faculty member's annual salary.

Academic year grant support may also be used for unpaid leaves or to extend sabbatical leaves. Faculty are strongly encouraged to seek outside support during sabbaticals in order to help defray the costs to the college. Academic year grant income, in combination with contractual salary, may not exceed 9/9 at 100% effort.

Faculty who wish to seek grant support for research projects during the academic year should discuss such plans well in advance with their department chair and with the dean of the faculty. They should also consult the grants office. Grant applications, which include such support, must have the approval of the dean of the faculty.

c. Research Income Disclosure

Faculty are expected to provide full disclosure of all sources of research support—actual and pending—as part of the grant application. Many fund sources require such information and, in the case of federal agencies, it is common practice to have interagency discussions of "level of effort" and "research relatedness" for any single scholar whose research is supported by several agencies.

Faculty may, with appropriate disclosure, apply to multiple funding sources for the same project, but they will have to choose in the case of multiple letters of award. For further information, consult the grants office.

d. Academic Administrators

Academic administrators and other college staff participating in grant-funded research may ordinarily seek extra remuneration only if their appointments are less than 12 months per year and less than full-time (100% effort). Each month of grant effort represents 1/12 of the annual salary base.

Under special circumstances, full-year, full-time employees may petition for the use of grant funds to buy released time from normal responsibilities to the college. Administrators or staff persons must have the approval of their supervisors at the time of application and in advance of participation in the remunerated project activity.

e. Short-term Grant Personnel

All appointments to research positions on external grants are subject to the hiring and employment standards of the college and must comply with federal employment regulations and any special provisions mandated by the fund source.

While Vassar encourages funding for non-continuing personnel who will bring creative efforts to a successful research enterprise, the college is under no obligation to maintain the services of short-term grant personnel beyond the funding levels and defined project period of any research award.

Depending on the scope and nature of the research agenda, a faculty member may hire research personnel in a variety of different capacities. These include senior research personnel, technical and clerical personnel, and student researchers. Grant funds must provide all salary and benefits, as well as meet the recruiting costs for each position.

Senior research personnel normally will hold an advanced degree in the field of research and will have suitable professional experience for carrying out independent research tasks. Prior to official appointment, the faculty project director must complete a research appointment form and supply curriculum vita for the appointee to the coordinator of academic administration in the dean of faculty office so that a letter of appointment and a contract can be generated.

Technical and clerical personnel ordinarily will demonstrate sufficient background and prior experience to perform duties assigned by the faculty project director. The faculty member must provide, to the director of human resources sufficient evidence on the research appointment form to demonstrate the appointee's ability to meet the established criteria of the corresponding grade level at the college. For further information, consult the director of human resources.

Student researchers ordinarily will be chosen for the educational relevance of the research to their program of study and their demonstrated aptitude in performing research tasks. It is the responsibility of the faculty project director to verify the student's employment eligibility and financial aid status with the coordinator of student employment. Academic-year wages should be equal to or higher than the research assistant hourly rate determined annually by the student employment office. Summer wages should be prorated, in terms of the weeks of employment, in accordance with the college's summer research programs in the sciences (URSI) and in the humanities and social sciences (Ford Scholars). For further information about a student's eligibility, consult with the coordinator of student employment.

Post baccalaureate students are hired as temporary employees of the college and their hire is processed through the office of human resources, and not student employment.

2. Grant Transfer

Departing faculty members who hold active grants from external sources are asked to initiate discussions as early as possible with the dean of the faculty and the grants office on the limitations and conditions of transferring the obligated balance of grant funds and grant-acquired equipment to another academic institution. The terms of transfer will need to conform to the college's needs and the regulations of the sponsoring organization.

To initiate the formal request for transfer, the departing faculty member will need to document in writing to the dean of the faculty why the transfer of funds and equipment is necessary and to provide evidence of having fulfilled all obligations to existing grant personnel and to encumbered project costs at the college and similarly show proof of having completed all mandatory reporting requirements to the sponsoring organization. With approval by the dean, the departing faculty member must then secure a statement in writing from the other academic institution that it will receive the grant funds and/or grant-supported equipment and assume fiduciary responsibilities for the

grant. Upon receipt of this statement, the college will make arrangements for transfer of unexpended and unencumbered funds still available from the sponsoring organization. The departing faculty member will be asked to sign a memorandum of agreement.

3. Title to Equipment

Title to all equipment acquired through external grants is held by Vassar College. Ordinarily, equipment secured by matching funds from the college may not leave with a departing faculty member, except that another academic institution to which that faculty member is going may, at the discretion of Vassar College, negotiate the purchase of any equipment needed by the departing faculty member in order to continue a research project. In the case of equipment acquired without matching funds from Vassar, transfer of title may be negotiated with the next home institution of the departing faculty member. (The purchase of equipment or transfer of title will be determined on the basis of the need of the departing member as measured against Vassar College's need, provided that such purchase or transfer of title is acceptable to the sponsoring organization). If the departing faculty member is not going directly to another academic institution, then the equipment must remain at the College.

To initiate a request for equipment transfer, the departing faculty member must indicate in writing to the dean of strategic planning and academic resources well in advance of the expiration of the Vassar contract and the termination of the research grant, which items of grant-acquired equipment are to be transferred to, or purchased by, the next home institution.

E. Standards of Research Conduct

The conduct of sponsored research and consulting activities places special responsibilities upon the faculty member and the College to ensure high standards of professional behavior consistent with Vassar's commitment to free and open inquiry in the pursuit of new knowledge, the dissemination of knowledge, and new applications of knowledge. The federal and state governments, other sponsoring organizations, professional societies, and the college itself have instituted policies to deal with a range of crucial issues relating to the performance of research, the environment in which research is conducted, relationships between sponsors and the recipients of research support, and ownership and transfer of intellectual products that may be developed in the course of sponsored activities. Vassar College adheres to the policies, principles, and regulations set forth in the Federal Policy on Research Misconduct. The College's **Policy and Procedures for Responding to Allegations of Research Misconduct** is necessary to implement Vassar's obligations under the Public Health Service (PHS) Policies on Research Misconduct. This policy shall apply to any allegation of research misconduct involving an individual who, at the time of the alleged misconduct, was employed by Vassar College, was acting as an agent of the College, or was otherwise affiliated with the College pursuant to contract or agreement.

(Amended by the Faculty, May 7, 2003)

1. Participation of Human Beings as Subjects in Research

Research involving the use of human subjects must (a) adhere to codes of professional ethics governing the rights and welfare of such subjects, as established by the federal government and/or professional organizations, and (b) be reviewed by the college's Institutional Review Board (IRB), prior to submission of a grant or, at the latest, prior to commencement of the research project. It is assumed that members of any discipline considering research with human beings will be bound by the ethical principles governing their profession. In addition, the following guidelines govern research at Vassar (whether externally funded or not):

Research involving the use of human subjects must (a) adhere to codes of professional ethics governing the rights and welfare of such subjects, as established by the federal government and/or professional organizations, and (b) be reviewed by the college's Institutional Review Board (IRB), prior to submission of a grant or, at the latest, prior to commencement of the research project. It is assumed that members of any discipline considering research with human beings will be bound by the ethical principles governing their profession. In addition, the following guidelines govern research at Vassar (whether externally funded or not):

In considering the participation of human beings as research subjects, the guiding principle is that no person should be exposed to other than reasonable risk to privacy, health or well-being, and that active participation should be voluntary and by informed consent.

All persons involved in initiating, approving, or conducting research involving human subjects shall share the responsibility for the welfare of the individuals who serve as subjects.

Ethical practice requires the investigator to inform participants of all features of the research that reasonably might be expected to influence willingness to participate and to explain all other aspects of the research about which participants inquire and to insure their understanding of the nature of the research. Added emphasis is given to the investigator's responsibility to protect the welfare and dignity of the research participant.

Openness and honesty are essential characteristics of the relationship between investigator and research participant. When the methodological requirements of a study necessitate concealment or deception, the investigator is required to ensure the participant understands of the reasons for this action and to restore the quality of the relationship with the investigator.

Ethical research practice requires the investigator to respect the individual's freedom to decline to participate in research or to discontinue participation at any time. The obligation to protect this freedom requires special vigilance when the investigator is in a position of power over the participant. The informed consent of subjects must be obtained without duress with as full knowledge as possible and prior to any participation in the research. The decision to limit this freedom increases the investigator's responsibility to protect the participant's dignity and welfare.

The personal privacy of individuals and the confidentiality of identifiable information received from them must be protected. Exceptions to this principle may be made only with the informed consent of the participant.

Questionnaires used as part of a research proposal or in class exercises are to be submitted to the IRB for approval. Such questionnaires must protect the rights of privacy and confidentiality.

All research involving human subjects, including classroom questionnaires, must be submitted for approval to the IRB prior to initiation of research. For further information, consult the chair of the review board.

2. Use of Laboratory Animals in Research

Vassar College abides by the policies, principles and regulations set forth by the U.S. Department of Health and Human Services in its publications titled Guide to the Care and Use of Laboratory Animals and Laboratory Animal Welfare. Accordingly, the College Institutional Animal Care and Use Committee (IACUC) reviews all matters related to the humane care and use of laboratory animals in the research and teaching programs of the College. Any faculty member or student using laboratory animals in their teaching or research must submit proposals for approval to IACUC before the use takes place. For further information, consult the chair of IACUC.

3. Other Compliance Matters

In the current research environment supported to a large degree by the federal government, the college acts as fiduciary agent to who is transferred responsibilities for a broad range of issues that seek to reduce the risks to researchers and the general public of potential dangers inherent in certain kinds of research undertakings. It is incumbent upon faculty who serve as project directors of research activities that include the use of hazardous materials, recombinant DNA, and radioactive materials to become familiar with the policies and procedures of the college committees that oversee these matters.

For further information about the respective committees, consult the grants office.

4. Conflicts of Interest in Research

Vassar requires that Principal Investigators on federal grants, along with senior/key personnel working on federally-funded projects, disclose Financial Conflicts of Interest (FCOI) as well as any "other support" from both domestic and foreign entities. *Other support* means any and all resources and affiliations made available to investigators in support of and/or related to any of their research endeavors, regardless of whether or not they have monetary value. This includes, but is not limited to in-kind resources; positions, appointments or grants from institutions other than Vassar; selection to "talents" or similar-type programs; and gifts where items or funds are received with conditions attached or deliverables expected in return.

Vassar maintains a policy and process related to these disclosures and to associated training requirements. For further information, consult with the Grants Office.

F. Intellectual Property Rights Arising from Research

Vassar College is deeply committed to a policy of free and open expression in the development and dissemination of ideas. The ownership of ideas and inventions, however, is a vexed matter. This is particularly the case in an age of proliferating information technologies and fast-paced scientific discoveries where traditional notions of intellectual property, embedded in the concept of copyright (ownership of expression), have become knotty matters tied up in evolving principles and practices pertaining to the

commercialization (ownership of use) of tangible products resulting from intellectual labors.

In this rapidly changing environment, the college, as employer of faculty and as the fiduciary agent for sponsored research, must make complex determinations about what constitutes proof of ownership of ideas and inventions developed on its campus and supported by its research infrastructure; who accordingly owns, in both the individual and collective sense, these ideas and inventions; and who should benefit from the commercial rights to and development of these ideas and inventions.

It is the college's position that there must be a balance struck between the costs of creation and the benefits of use of ideas and inventions, a balance that weighs heavily in favor of the values and financial interests of the college and that adequately serves the public interest. It follows that the college and the faculty member must be allies in the face of commercial expectations for exclusive rights to product development of potentially marketable ideas or inventions. It further follows that, between them, the college and the faculty member must negotiate, fairly and in good faith, their mutual financial interests in instances of patent filings, licensing agreements, and other forms of commercial development such that the college recovers a fair portion of the costs associated with providing a supportive research environment and faculty members are appropriately rewarded for their discoveries.

Faculty members of Vassar College are expected to adhere to several guiding principles in the complex and evolving domain of intellectual property issues arising from sponsored research and consulting relationships. It is further expected that faculty members will have appropriately consulted with and received the approval of the dean of strategic planning and academic resources before entering into any such agreements.

1. The faculty member will be bound by the principle of open disclosure of all sponsored research and consulting relationships. Vassar College will not enter into secretive agreements with sponsoring organizations, nor otherwise condone provisions for nondisclosure of such relationships.

2. The faculty member will not agree to any sponsor conditions that expressly limit or otherwise prohibit the free expression and dissemination of ideas developed in the course of a sponsored relationship, including, but not limited to, oral presentations at conferences and symposia and printed and electronic forms of publication.

3. The faculty member will not agree to terms with sponsors that waive the college's exclusive rights and title to intellectual property that may arise from a sponsored agreement.

4. The faculty member will fully disclose to the dean of the strategic planning and academic resources any intention to file a patent, to enter into a commercial licensing agreement, or to entertain other commercial ventures based upon college sanctioned sponsored agreements. All such actions require the written approval of the college in advance.

IV. FACULTY TRAVEL

The college reimburses full-time (full year) faculty members for expenses in connection with active participation in professional meetings, subject to the provisions below and the

availability of funds. Limited funds are also provided for attendance without participation. **This budget is not meant to cover all expenses**.

Faculty members who wish to apply for funding should do so as early as possible. In all cases the travel funding request must be received before the proposed trip.

The application should be sent via email to the Director of Academic Administration, in the dean of the faculty office, with a copy to the department chair or program director. The department chair or program director should forward the approved request along with approval to Office Specialist, Melissa Rose (mrose@vassar.edu).

Policies, under which travel funds will be granted, subject to the availability of funds, are as follows:

1. A full-time member of the faculty who has been invited to read a paper at a meeting or will actively participate will be reimbursed by the college as funds permit for transportation and other expenses up to $2300. Additional funds may be requested for meetings with registration fees over $500.

2. Members of the faculty who are not actively participating in a program may apply for assistance of a maximum of $300 toward the expenses of attendance at a meeting. If funds permit, the Office of the Dean of the Faculty may support attendance at a second meeting in the year.

3. Receipted expenses must comply with the following:
    a. Only minimum air coach fare is allowed. Travel by private automobile is reimbursed at the current IRS mileage rate https://www.irs.gov/tax-professionals/standard-mileage-rates. A hotel bill must show the name, location, date and separate amounts for charges such as meals and telephone calls.
    b. A restaurant bill must be itemized and show the name and location of the restaurant, the date, and the amount of the expenditure. Meals are limited to $59 per day.
    c. All receipts must show the amount, date, location and nature of the expense.

Members of the faculty whose applications for travel funds have been approved will be required to submit an expense report through Workday as they incur expenses related to the trip. All expenses not reconciled within 60 days of the expense date will be considered taxable income per IRS guidelines.

This information may be found on the Dean of Faculty website:
(https://deanofthefaculty.vassar.edu/policies/travel.html)

Dependent Care Reimbursement

A faculty member with a dependent may apply for up to $500 to defray additional costs for dependent care directly associated with the professional travel. The funds are not intended to cover on-going dependent care expenses, but rather to address the additional burdens that result from professional development activity, particularly activity that takes place away from Vassar.

1. Definition of a dependent: The term "dependent" means a "qualifying child" or a "qualifying relative." A qualifying child must live with you as a member of your household and be younger than 13 years old at the time of the event, but there is no age limit if the child is disabled, or not capable of self-support. A qualifying relative must not be capable of self-support because of physical or mental incapacity and who is dependent upon the faculty member for at least one-half of support and resides with the faculty member.

2. The program covers dependent care expenses. Examples of qualified expenses include:

- Travel expenses for a dependent to accompany the faculty member on professional travel to care for the faculty member's dependent.
- Supplemental dependent care in the faculty member's absence, such as extended/additional time at a daycare facility or the hourly rate of a dependent care provider who is not part of the dependent's household. This care cannot be regular daycare that might be accessed while the faculty member is in town doing professional activities.
- Care provided at the destination of the faculty member's travel, such as conference-provided childcare or a local care provider at the conference site.

3. After the activity has occurred, faculty should NOT submit a Workday expense report for reimbursement, but rather forward receipts to Melissa Rose (mrose@vassar.edu) Receipts must clearly indicate the dates of service and the amount of the payment must accompany all requests for reimbursement. In the case of non-professional child care (e.g., a high school student who is providing babysitting services), a handwritten receipt will suffice, but it must contain the name of the provider, the dates and hours of service, the hourly or other basis for payment, and the total amount received in payment.

   Please note: Reimbursement for these expenses is* taxable income for the faculty member, *and will be added to a subsequent paycheck after approval of the expenses and submission of itemized receipts.

V. LEAVES OF ABSENCE

College policy is to grant full-time professors and associate professors a one-semester leave at full pay after six semesters of service, or a one-year leave at full pay after six years of service. For full-time Assistant Professors on full-time tenure-track appointments, the policy is to grant the option of a one-semester leave at full pay after four semesters of service with an additional one-semester leave at full pay during the second term of appointment, or a one-year leave at full pay during their second term of appointment. It is understood that the implementation of this policy is dependent on the availability of funds. Leaves are also subject to deferment, without penalty, for up to three semesters. During the deferment periods, service will count toward the next leave.

The leaves described above are research leaves. Faculty members returning from such leaves are requested to submit to the president through the Office of the Dean of the Faculty a written report on their research during the leave. A copy should also be sent to their department chair. Faculty members may not engage in outside employment during the term of such leaves.

Faculty members will be notified by **April 1** each year when they are first eligible to apply for a leave and for what period. In the case of deferment, it is the faculty member's responsibility to keep track of their leave eligibility. In the case of assistant professors who are being reviewed for reappointment, the leave application should be submitted subject to the college's final decision.

While the final decision rests with the dean of the faculty and the president, consultation with departments (and programs where relevant) is expected and faculty members must discuss their applications with department chairs. Departments should schedule leaves several years in advance and for purposes of curricular planning may request that a leave be deferred (or in exceptional cases, taken early). Chairs are expected to report to the dean of the faculty by **May 20** whether or not the department approves a leave request or recommends a deferment.

Special leaves, medical leaves, and leaves without pay may be granted by the president. These are not intended to restrict the number of regular leaves as described above. The

type of leave, and its implication for benefits and terms of service, must be specified in the request for the leave, which should be made to the dean of the faculty.

While the college generally looks with favor upon requests for unpaid leaves if it is clearly demonstrated that they are significant for the professional development of the faculty member, the college must protect its teaching resources and will examine carefully the impact of such leaves on the academic program. In order to allow for adequate consideration, preliminary application for unpaid leave, addressed to both the chair of the faculty member's department and the dean of the faculty, should be filed well in advance of the time when the leave would occur, preferably by **November 15** of the preceding academic year or as soon thereafter as the faculty member has begun making any tentative plans, arrangements, or decisions concerning the possibility of an unpaid leave. Applications for unpaid leave will be subject to the approval of the dean of the faculty, following consultation with the chair of the faculty member's department. The dean has the authority to ask the faculty member to defer an unpaid leave on grounds of curricular or departmental need.

Typically, in the case of unpaid leaves, faculty would not accrue time toward their next leave. Faculty are expected to make-up unpaid leave time.

All faculty and administrative employees are eligible for benefits as specified by the U.S. Family and Medical Leave Act (FMLA) and New York Paid Family Leave (NYPFL). These are taken concurrently with any of the following benefits for which an employee is eligible.

Parental Leave – Faculty

All tenured or tenure-track faculty members and lecturers who have completed at least one year of employment and continuing visiting faculty members who have completed at least one year of employment are eligible for a paid leave when their child is born or adopted (if the child is under six years of age). A faculty member may elect one of the following benefit options, commencing no later than six months after the date of birth or adoption and granted by the president, upon recommendation by the dean of the faculty:

1. A two-course teaching reduction at full pay, to be taken in a single semester or split between two consecutive semesters, with the expectation of continued service, advising, and scholarship; or
2. A single semester off from all College responsibilities at two-thirds of that semester's salary. This semester does not count toward research leave accrual.

The faculty member should consult with the department chair and the dean of faculty as early as possible prior to the birth or adoption to make suitable arrangements for coverage of coursework and other duties as appropriate.

In cases where both parents are Vassar faculty members, or one a faculty member and the other a Vassar administrator, one parent is eligible for Vassar's paid parental leave under the appropriate policy for that employee.

A faculty member who requires a medical leave during their pregnancy is awarded time off and compensated under the appropriate disability provisions of the College.

Maternity Leaves
If a faculty member requests a semester leave for reason of pregnancy, the health leave provision of the *Governance* becomes applicable. This provides for two months' pay.

If a faculty member requests a reduced load for reasons of pregnancy, the rate of pay would be reduced in the same ratio as the workload. Full fringe benefits are continued. Contributions to TIAA/CREF are made in proportion to salary.

Health Leaves
Leaves on account of illness, with or without salary, may be granted at the discretion of the president and the trustees. In cases of illness necessitating absence from classes, the full salary of a faculty member shall be continued up to two months. If the illness extends beyond two months, additional paid time may be granted at the discretion of the dean of the faculty and the president. After six months, the faculty member will be placed on the college's disability insurance plan; any further salary payment will be made in accordance with that plan.

Note: See Section B.II for discussion on which benefits are continued during a leave.
*(Approved by the faculty December 8, 1999; Amended by the faculty March 6, 2002)

VI. POLICIES GOVERNING COLLEGE HOUSING

Vassar College has long considered the residential nature of the campus to be an integral part of its educational program, and encourages members of the faculty and educational administration to reside on or near the campus so as to foster interactions with students beyond the formal classroom setting and to facilitate participation in campus activities. To support this tradition, and also to enhance the ability of the college to recruit and retain faculty and administrative personnel, the college has made available a number of rental units as well as the opportunity for purchase or construction of houses on land leased from the college.

While final authority in all matters pertaining to college housing rests with the Board of Trustees, the *Governance* provides that the Faculty Policy and Conference Committee (see By-Laws of the Faculty, II, 4) shall be responsible for considering general questions of housing policy and that the Committee on Housing (see By-Laws of the Faculty, II, 18) shall be responsible for the application of established policy to particular cases. The Committee on Housing also serves as the body to which administrative rulings concerning housing may be appealed.

To promote equitable access to college housing resources, and to ensure that these resources best serve the purposes for which they are intended, the policies described in this document shall be rigorously observed by all parties. The enforcement of all provisions and regulations described in this document shall be the responsibility of the appropriate administrative offices, as named hereafter, in consultation with the Committee on Housing.

A. General Policies

1. Eligible persons may apply for rental and purchased units as they become available. The selection of purchased housing by eligible persons is to be based on seniority. The selection of rental housing units by eligible persons is to be based on a combination of seniority and priority given to a new cohort of eligible persons. Seniority is determined by the date of the contract with Vassar College (or, in the absence of a contract, by the date of the letter of appointment) that began an eligible person’s current term of continuous service at Vassar. In cases of identical contract (or appointment) dates, seniority shall be determined by lot. Eligible persons who have had prior service at the college with housing eligibility shall have those prior years of eligibility credited to their seniority. The new cohort is defined as newly hired eligible persons

(from date-of-hire until the spring lottery following their hire), as well as eligible persons in the 1st year of their contract (from the spring lottery following their hire to the subsequent spring lottery) who are not currently in faculty rental housing. When applying for faculty rental housing, members of the new cohort will receive a lottery number that will determine their priority in the rental selection process. Choice of faculty rental housing will begin with the new cohort and then be followed by the more senior cohort, ordered by date-of-contract. If a newly hired eligible person requests rental housing after the spring lottery, they will be given priority lower than the eligible persons who were in the lottery, but higher than the more senior cohort. Priority within this group of new eligible persons applying for housing after the spring lottery will be given to those with earlier dates-of-contract.

If circumstances arise in which an eligible person is displaced from their rental due to the college making the unit unavailable, that person shall be given highest priority in the rental unit selection process. If more than one individual is displaced, housing priority among those individuals will be governed by the preceding seniority rules. In these cases the affected individuals should be given as much advance notice as possible.

House fellows who do not currently have a rental unit and who decide to return to faculty rental housing are placed in the lottery with the new cohort in the year their term ends.

2. No person, family, domestic partnership, or joint-lessee arrangement may hold more than one housing unit (rental and/or purchased) at any time, even when more than one member of a family, domestic partnership or joint-lessee arrangement is eligible for college housing. An eligible person who holds a housing unit (rental or purchased) may express interest in another housing unit (rental or purchased); acceptance of a rental unit or a successful bid on a purchased unit carries with it the concurrent commitment to relinquish the currently held unit.

B. Eligibility for College Housing

Those eligible for rental of college housing are:

- Full-time members of the teaching faculty (including visiting faculty).
- Post doctoral scholars.
- Professional Librarians.
- Administrative officers subject to trustee appointment and such other administrative officers as may be held eligible by the trustees on the recommendation of the president in consultation with the Committee on Housing.
- In the event that there are apartments left available, after the faculty have chosen apartments for the upcoming academic year, or apartments become available during the academic year that are not rented by eligible faculty, administrators will be given the opportunity to rent such apartments for a maximum of two lease periods. After two lease periods such an apartment will revert to the available housing pool. If it is not requested by an eligible faculty member, the administrator may

renew the lease for another two lease periods. Preference will be given to administrators whose duties require them to work with students during the evening and on weekends.

(Amended by the Faculty January 31, 2024)

Those eligible for purchase of college housing or for the leasing of housing sites on college land are:

- Full-time members of the teaching faculty in tenure-track, lecturer, or senior lecturer positions.
- Professional Librarians.
- Administrative officers subject to trustee appointment and such other administrative officers as may be held eligible by the trustees on the recommendation of the president in consultation with the Committee on Housing.
- * Special cases considered by the Committee on Housing and approved by the Trustee Executive Committee.

(Amended by the Faculty January 31, 2024)

C. Specific Policies Regarding Rental Units

1. Administration of Rental Units

a. The Committee on Housing oversees the rental policy and the administration of rental units. Appeals and disputes regarding the application of policies to specific cases may be brought to the Committee on Housing according to the By-Laws of the Faculty, Article II, Section 18 (2) of the *Governance*. Any conflicts over maintenance of rental units may also be brought to the attention of the Committee on Housing.

b. A representative from the Office of the Dean of the Faculty will be appointed by the dean of the faculty to serve as housing liaison for faculty housing matters. The housing liaison may communicate tenant or administrative concerns to the Committee on Housing.

c. The Office of the Dean of Strategic Planning and Academic Resources will be responsible for the administration of rental contracts and maintenance of rental units. In the event that an eviction is required, such eviction will be administered through the Dean of Strategic Planning and Academic Resources in consultation with the Committee on Housing and the Housing Liaison. The Office of the Dean of Strategic Planning and Academic Resources will be responsible for developing plans and priorities for renovation and maintenance of rental units, in consultation with the Committee on Housing and the Housing Liaison.

d. The Office of the Dean of Strategic Planning and Academic Resources, in consultation with the Committee on Housing and the Housing Liaison, may engage a professional management company to act as an agent of the college for various administrative aspects of the rental program.

Contractual arrangements and budgetary issues with any such management company will be the responsibility of the office of the dean of strategic planning and academic Resources, in consultation with the Committee on Housing and the Housing liaison. The Committee on Housing will attempt to resolve conflicts between tenants and the contracted management company.

e. The Housing Liaison, the representative from the Office of the Dean of Strategic Planning and Academic Resources, and the members of the Committee on Housing will meet regularly each semester to discuss rental housing issues, administrative practices, and budgetary matters. The chair of the Committee on Housing will be responsible for convening the regular meetings; additional meetings may be convened at the request of any of the parties.
(Amended by the Faculty, March 22, 2000)

2. The Availability of Rental Units

Except for units temporarily allocated by the president or the dean of the faculty to new members of the faculty coming to the college with professorial rank, to administrative officers, or to distinguished visitors, the assignment of rental units in each pool shall be determined by the faculty housing office in accordance with the following provisions:

a. By April 1st of each year, the Faculty Housing Office shall publish the lists of units that will be available for rental during the succeeding year, together with an indication of the rents to be charged, and the Housing Liaison will update the lists of the eligible persons in the order of their priority. This list will be available on request. Eligible parties interested in renting an available unit should so notify the Faculty Housing Office by April 15th. Options to rent particular available units will be assigned as soon as feasible thereafter by the faculty housing office in accordance with the provisions of eligibility, seniority and the new cohort lottery described above.

b. Rental units that become available out of the regular cycle (between June 1 and February 1 of the following year) will be posted by the Faculty Housing Office and shall be subject to all applicable provisions of eligibility, seniority and the new cohort lottery. Postings are on the Faculty Housing website.
(Amended by the Faculty, March 22, 2000)

3. Conditions of Occupancy and Retention of Rental Units

The occupancy and retention of rental units shall be governed by individual leases having contractual force and shall be contingent upon the observance by the lessee of all pertinent housing regulations. A lessee judged by the Committee on Housing to be in violation of a housing regulation shall receive a warning notice along with an indication of the time by which the violation must be remedied. Failure to meet the stipulated requirements of the warning notice shall make the lease subject to revocation. In addition to the General Policies specified in Section I, the following regulations apply to rental units:

a. In the case of a family or domestic partnership that includes only one eligible person, the eligible person shall be the sole lessee. For a family

unit, domestic partnership, or a joint-rental arrangement that includes more than one eligible person, the eligible person shall be a joint lessee of the rental unit. Except as indicated below under "subletting of rental units," the occupancy of a college rental unit is limited to the lessee (sole or joint) and to the members of the lessee's immediate family or, in the case of domestic partners, to the other partner and members of their immediate family. Written approval must be secured from the Committee on Housing for any person other than those defined above to occupy the unit when the lessee is absent. In the event of the death of a lessee, the surviving authorized occupants of the rental unit may continue to occupy the unit until the end of the fiscal year in which the death occurs, or for a period of three months following the death, whichever comes later. In cases of severe hardship or other extenuating circumstances, the Committee on Housing may recommend an exception to these limitations, subject to the approval of the president.

b. The lessee must notify the Faculty Housing Office whenever someone other than an authorized occupant of the rental unit is designated to serve as house sitter for any period longer than one week.

c. Subletting of rental units. The lessee of a rental unit may sublet all or part of the unit, subject to the following additional provisions and limitations:

1) The term of subletting shall be confined to those times when college duties (such as serving as House Fellow, accepting certain kinds of temporary administrative appointment, or serving away from Poughkeepsie to administer a college program) require that the lessee reside elsewhere, or when the lessee is away on leave or away from Poughkeepsie for the summer. The subletting of all or part of a rental unit ordinarily shall not exceed the period of one year except if the relevant college duties continue beyond one year. In no case shall the sublet arrangement continue beyond four years.

2) The lessee may sublet the rental unit to any eligible person, irrespective of seniority, rental units may not be sublet to students. Subletting to non-eligible persons will only be allowed under special circumstances, as determined by the Office of the Dean of Strategic Planning and Academic Resources

3) The rental rate for the sublet of an entire unit shall not exceed the rent concurrently paid to the college by the lessee, plus fair rent for the use of furnishings, when provided, the latter ordinarily not to exceed 15 percent of the lessee's rental cost. The rental rate for the sublet of only a part of the unit shall be determined by the portion of the space and amenities provided.

4) All sublets and sublet rental rates must be registered with the Faculty Housing Office.

5) Sublet opportunities may be posted by the Faculty Housing Office.
(Amended by the faculty May 16, 2007)

D. Purchase or Construction of Houses on Land Leased from the College

1. **Eligibility** - Options to purchase a house already existing on college land, or to construct a new house on land leased from the college, shall be available to eligible persons listed in Section B in order of their seniority and subject to the general policies defined in Section A.

2. **Administration** - All matters pertaining to the purchase of houses on college land and to the leasing of college land for the construction of houses shall be administered by the Office of the Dean of Strategic Planning and Academic Resources, subject to the approval of the Committee on Facilities Operations of the Board of Trustees. By February 15th of each year, the Office of the Dean of the Faculty shall publish a list, in the order of their seniority, of those members of the college community who are eligible to purchase an already existing house on college land or to lease a site on college land for the construction of a new house. Eligible persons wishing to be informed of the availability of sites for the construction of new houses should so notify the Office of the Dean of Strategic Planning and Academic Resources.

3. **Leases** – The college enters into a long-term lease with a faculty member, who then owns the house on the property. The lease is a binding legal document. When changes in housing policy mean that the college revises the terms of the leases it offers, the college offers leaseholders the revised lease, and a leaseholder retains the right to accept or reject a revised lease.
(Approved by the Faculty May 16, 2007)

4. **Financing** - The college will provide the necessary assurances in regard to the lease arrangement to lenders identified by the purchaser. When requested by the purchaser or builder, the college shall assist with the down payment according to the provisions for Down Payment Assistance in Section E below.
(Amended by the Faculty November 5, 2003)

5. **Policies Concerning the Purchase of Houses Situated on Land Leased from the College**

   a. Twice each year, the Office of the Dean of Strategic Planning and Academic Resources shall publish a list of houses on college owned land that are available for purchase. The lists shall be published by February 15 ("the February List") and September 15 ("the September List") of each year and shall include the college's asking price for each house. Eligible persons who wish to purchase listed houses should so notify the Office of the Dean of Strategic Planning and Academic Resources by March 15 in response to the February List or by October 15 in response to the September list. By the end of the following business day, the Office of the Dean of Strategic Planning and Academic Resources shall award options to purchase houses in accordance with the provisions of seniority described in Section A.I. A person's commitment to purchase the particular house at the stated price, subject to the procurement of necessary financing and the conditions set forth in Section 4(b) below.

b. This person may accept such option by making the required deposit and certification within fifteen (15) days of the award and shall complete the purchase according to the terms and conditions set forth above within seventy-five (75) days from date of deposit.

c. Following acceptance of an option to purchase a house included in the February List, the holder of such option shall on or before March 31st tender to the college a deposit toward the price of purchase in the amount of 2% of the asking price ("the deposit") and certify to the college that diligent steps to obtain any required financing have been taken and, if applicable, are continuing. With respect to the houses included on the September List, the deposit must be made and the certification must be given by October 31st. An option to purchase shall have been made and given by the required deposit date. An option to purchase shall be subject to termination by the college if the closing on the sale and purchase of the house is not completed by July 1 for a house included on the February List or by February 1 for a house included on the September List. In the event of expiration or termination of an option to purchase a house, the Office of the Dean of Strategic Planning and Academic Resources shall, within one business day, award the option to purchase the house to the next eligible person, in accordance with applicable provisions of seniority. This person may accept such option by making the required deposit and certification within fifteen (15) days of the award and shall complete the purchase according to the terms and conditions set forth above within seventy-five (75) days from date of deposit.

6. **Policies Concerning Construction of New Houses on Land Leased from the College**

a. An eligible party who leases a site on college land for the purpose of constructing a new house shall tender to the college a security deposit in the amount of $1,000, which will be subject to forfeiture if a house is not under construction within one year of the date of the deposit. This deposit shall be returned upon completion of construction. The site itself shall be rented to the lessee at the rate of one dollar per year.

b. When multiple construction sites are made available on portions of college land that are as yet undeveloped, the college will bear the cost of having utilities and roads brought to the general area of the newly available sites. The expense of extending these services from the general area to the individual lots will then be pro-rated and charged to each lessee at cost. The Dean of Strategic Planning and Academic Resources shall make the determination of pro-rated costs after consultation with the Committee on Housing and the College Committee on Facilities Operations.

c. All construction plans, including those pertaining to the cost and character of the house, are subject to approval by the Committee on Facilities Operations of the Board of Trustees. The major criteria for such approval shall be the congruence of the cost of the house with current economic conditions, the ability of the owner to discharge financial obligations incurred in the process of

construction, and the likelihood that the house can be resold at a future date to some other eligible member of the college community.

7. **Policies Regarding the Repurchase of Faculty Houses on College Land**

a. Leasehold agreements currently in effect stipulate repurchase guidelines. In general the college makes a repurchase offer and the owner may accept that offer or obtain another appraisal. If the college's appraisal and the owner's appraisal differ by 10% or less of the higher appraisal, the buy-back price shall be set halfway between the two appraisal values. If the difference is more than 10% and if the college and the owner are unable to agree on an appraisal value, the two appraisers shall meet to try to reach an agreed-on price. If these two appraisers cannot agree, they shall select a third appraiser, and the majority decision of the three appraisers as to the value of the house shall be binding on all parties (provided, however, that such value is not less than the original cost of the property to the lessee plus the actual cost of any improvements made with the approval of the college.
(Amended by the faculty May 16, 2007)

b. Requirement that all appraisers have New York State certification and that their base of operations be in Dutchess County: The responsible college officers in conjunction with the Housing Committee shall maintain a list of appraisers who meet this qualification.
(Approved by the faculty February 15, 1995)

c. Involvement of the faculty Housing Committee in the procedure of selling houses: No price shall be posted without the committee having been consulted in the process of determining repurchase prices. The committee shall have access to all appraisals and inspection reports. The committee shall be consulted in all processes described below.

The committee may act as mediator in any situations where college officials and faculty are in conflict.
(Approved by the faculty May 17, 1995; Amended by the faculty May 16, 2007)

d. Inspections of all houses before appraisals:

(1) A certified building inspector retained by the college shall inspect all houses before they are appraised and the inspection reports shall be made available to potential buyers. If expensive repairs are needed, either the faculty seller shall make them or the inspection reports shall be made available to the appraiser so that the cost of repairs can be reflected in their determination of repurchase price.
(Amended by the Faculty May 16, 2007)

(2) Faculty buyers are advised before purchasing to have their own inspections done by certified building inspectors because buyers have to take responsibility for repairs when their need is discovered after purchase. In cases where the

inspection of a faculty buyer reveals the need for important repairs (structural, health and safety, environmental) not identified by the college's inspector, the college shall lower the price at the time of closing to cover those costs.
(Amended by the faculty May 16, 2007)

(3) The college shall be responsible for the repair of any damages suffered in the period between its purchase of a house and its sale of the house.
(Approved by the faculty May 17, 1995)

8. **General Policies and Regulations Governing All Houses on College Land**

a. Plans for major improvements must be submitted to and approved by the Dean of Strategic Planning and Academic Resources.

b. The college shall repurchase the house under either of the following conditions: (a) if the owner ceases to be eligible for such ownership; or (b) upon notification by the owner or the owner's heir of a desire to sell. The college shall repurchase the house at cost (original purchase price or owner's original construction cost), plus the cost of authorized major improvements, or at the appraised value of the house (excluding the value of any major improvements made without authorization), whichever is higher. A repurchase provision shall be included in all contracts executed between the college and the owner of a house on college land. Such contracts shall also describe procedures for resolving disputes between the owner and the college concerning the price of repurchase.
(Amended by the faculty May 16, 2007)

c. The owner of a house on college land shall continue to be eligible for ownership following retirement from active college service provided that this house remains that person's primary place of residence.
(Amended by the faculty May 16, 2007)

d. In the event of the owner's death, any resident member of the immediate family may continue to occupy the house for a period of one year following the end of the fiscal year during which the death occurs. The surviving spouse or domestic partner of a deceased owner may continue to occupy the house indeterminately if the spouse or domestic partner was at least sixty-five years of age at the time of the owner's death, or for a period not to exceed five years if less than sixty-five years of age at the time of the owner's death. In cases of severe hardship or other extenuating circumstances, the Committee on Housing may recommend an exception to these limitations, subject to the approval of the president.

9. **Regulations Concerning the Renting of Houses on College Land**

The owner of a house on college land may rent all or part of the house, subject to the following provisions:

a. The rental of all or part of a house shall not exceed the period of one year except with the written approval of the Committee on Housing.

b. For the rental of all or most of a house, the term of rental in the case of owners who are not retired from active service to the College shall be confined to those times when college duties (such as serving as House Fellow, accepting certain kinds of temporary administrative appointment, or serving away from Poughkeepsie to administer a college program) require that the owner reside elsewhere, or when the owner is away on leave or away from Poughkeepsie for the summer.

c. An owner wishing to rent all or most of a house shall inform the Office of the Dean of Strategic Planning and Academic Resources of the details of such rental, including the desired monthly rental rate, and the Office of the Dean of Strategic Planning and Academic Resources shall post this information on the Faculty Bulletin Board. Except for summer rentals, the owner shall not otherwise advertise the availability of the house for rental for a period of two weeks following notification of the Office of the Dean of Strategic Planning and Academic Resources.

Rental arrangements made in violation of these provisions shall be subject to revocation.

E. Down Payment Assistance

Program - The Down Payment Assistance Program is designed to provide participants up to 10% of the purchase price of a house, to a maximum of $30,000 at the same interest rate as the prevailing first-mortgage interest rate for a maximum repayment period of six (6) years. If two eligible Vassar employees purchase a property in joint ownership, the 10% maximum of purchase price limits the total amount that may be loaned to both employees. Payment is by payroll deduction. For details or to make application please contact the Office of the Dean of Strategic Planning and Academic Resources.

Eligibility Requirements - (1) Tenured faculty with the rank of full professor or associate professor, or (2) tenure track assistant professors who have been appointed to a second contract, or (3) administrators who have a minimum of seven (7) years of service with the college and hold director or manager titles. The house to be purchased under this program must be located within 15 miles of the college campus and used as the applicant's primary dwelling. Applicants cannot be current owners of a college house under the college's leasehold agreement.

Restrictions - This program will normally be limited each calendar year to a maximum of eight new participants. A total of $500,000 in capital will be made available for loans, to be monitored by the Dean of Strategic Planning and Academic Resources. Loans must be for the purchase of a principal residence within the prescribed area.
(Amended by the Faculty November 5, 2003)

VII. INSTITUTIONAL EQUITY AND TITLE IX

College policies and procedures governing discrimination, harassment, sexual misconduct, intimate partner violence, stalking are located here: https://offices.vassar.edu/institutional-equity/policies/.

A. SPECIAL DUTIES INVOLVING CHILD ABUSE OR MISTREATMENT OF A MINOR

Any employee or volunteer for Vassar College who witnesses or has reasonable cause to suspect any sexual abuse or mistreatment of a child occurring on college property or while off campus during official college business or at Vassar-sponsored event, program or activity should immediately report the concern by calling one of the numbers listed below. Such reports should include the names of the alleged victim and alleged assailant (if known), other identifying information, the location of the activity, and the nature of the activity. It is not the responsibility of the reporting party to investigate.

How to report child abuse or neglect:

- If a child is in immediate danger, notify the police (911) immediately.
- Report any suspected or known child abuse and/or neglect immediately and call the New York State Central Registry (Child Abuse Reporting Hotline) at 1-800-342-3720.
- Members of the College community should also contact the Vassar College Safety Department at (845) 437-7333, but not before contacting local law enforcement or the Child Abuse Reporting Hotline.
- If you are deaf or hard of hearing, call TDD/TTY at 1-800-638-5163 or have your Video Relay System provider call 1-800-342-3720.

VIII. POLICY ON CONSENSUAL RELATIONS BETWEEN FACULTY AND STUDENTS

1. Background

The College recognizes that adults, including young adults, may make choices regarding personal relationships. However, a romantic or sexual relationship between a faculty member and a student jeopardizes both the student's academic program and the learning environment for other students and raises serious concerns regarding unequal status and power, validity of consent, conflicts of interest, and preferential treatment. For these reasons, a faculty member's professional responsibilities are incompatible with a sexual or romantic relationship with a student. Faculty members engaging in such relationships put themselves, students, the College, and its educational mission at risk. In addition to disciplinary action by the College, a faculty member who engages in a romantic or sexual relationship with a student risks loss of professional standing with colleagues and students, allegations and charges of sexual harassment, and legal liability.

2. Policy

Members of the faculty are prohibited from pursuing or engaging in a romantic relationship or sexual relations with any current Vassar student. The prohibition is year-round and includes students participating in off campus or summer programs and students on leave.

3. Exemptions

The Dean of the Faculty grants exemptions from this policy under reasonable circumstances. An automatic exemption to this policy applies when the spouse or domestic partner of a faculty member enrolls as a

student. When an exemption is made, the Dean of the Faculty notifies the EOAA office and makes arrangements, if necessary, to minimize any potential conflicts of interest.

4. Investigation

Potential violations of this policy are referred to the EOAA office, which investigates (using the process described for initial investigations in the policy against discrimination and harassment) and renders a determination to the Dean of the Faculty. The standard of proof is preponderance of the evidence that a violation has occurred. If necessary, the EOAA office recommends to the Dean of the Faculty alternative arrangements for supervision, evaluation, teaching, grading or advising.

5. Disciplinary action

A faculty member found to have violated this policy is subject to disciplinary action, up to and including leave without pay or termination of employment. The Dean of the Faculty determines and assigns the appropriate disciplinary actions.

If the Dean of the Faculty recommends that the President consider the termination of a faculty member's employment before the expiration of the faculty member's contract or when the faculty member has indeterminate tenure, the *Governance* provisions and process for Dismissal for Cause (5.B.II.2.b & d) continue to apply and are followed.

6. Appeal

Faculty members may appeal a determination that they violated this policy to the faculty Appeal Committee. The only grounds for appeal are:

a) Procedural error(s) affected the outcome of the investigation (e.g., bias or prejudice or failure to consider all the evidence).
b) New evidence unavailable at the time of the original investigation could have altered the outcome of the investigation (a summary of this new evidence and its potential impact must be presented to the Appeal Committee).
c) The disciplinary actions taken are disproportionate to the severity of the violation.
d) A reasonable exemption to the policy should have been granted.

After consideration, the Appeal Committee may:

a) Determine that a procedural error that could have affected the outcome of the investigation occurred. In this case, the Appeal Committee normally returns the investigation to the original investigator; however, if it determines the original investigator cannot address the procedural error, the Appeal Committee requires a new investigation by a new investigator;
b) Determine that the new evidence should be considered and return the investigation to the original investigator for reconsideration;
c) Determine that the disciplinary actions imposed are disproportionate to the severity of the violation and ask the Dean of the Faculty to reconsider them;
d) Determine that a reasonable exemption should have been granted to the faculty member and ask the Dean of the Faculty to grant the exemption.
e) Deny the appeal.

In the case of (c) and (d), if the Appeal Committee believes the subsequent reconsideration by Dean of the Faculty has not adequately addressed its concerns, then the Appeal Committee may bring the matter to the President, whose decision is final.

7. Harassment

This policy addresses consensual relationships only. Non-consensual relationships are covered under the Policy against Discrimination and Harassment. Nothing in this policy precludes the enforcement of the college's Policy Against Discrimination or Harassment.
(Approved by the faculty March 11, 2015)

C. APPOINTMENT, EXTENSION, REAPPOINTMENT, AND PROMOTION

I. RECRUITMENT AND HIRING

A. Commitment to Nondiscrimination and Equal Employment Opportunity

The Board of Trustees has affirmed the commitment of the college to nondiscrimination and to active efforts to provide equal employment opportunities: "Vassar College states that it has been, and continues to be, its policy to provide equal employment opportunity for all applicants in all job classifications without regard for race, color, religious belief, sex, marital status, disability, sexual orientation, gender identity or expression, national or ethnic origin, veteran status, or age. Additionally, should state or federal law be enacted during the period this policy is extant which prohibits discrimination or harassment based upon a group's protected status not listed in the above categories, this policy will be deemed amended to afford protection to such groups. It is and continues to be the policy of Vassar College that all applicants for employment are recruited, hired and assigned on the basis of personal merit without discrimination because of race, color, religious belief, sex, marital status, disability, sexual orientation, gender identity or expression, national or ethnic origin, veteran status, or age. Furthermore, it is the practice of Vassar College to ensure that all its employees are treated equally and that no distinctions are made in compensation, promotion, and transfer because of the employee's race, color, religious belief, sex, marital status, disability, sexual orientation, gender identity or expression, national or ethnic origin, veteran status, or age."

Vassar College continues to support its policy of equal employment opportunity. Therefore, it is Vassar College's practice to seek out qualified candidates for appointment from broad and diverse applicant pools. Fundamental to these statements of institutional policy is the recognition that the presence of a diverse group of individuals on the faculty is needed for the college to fulfill its educational mission. The intent of the policy is a vigorous program of recruitment to attract a broad pool of exceptionally qualified candidates.

(Amended conditionally on May 27, 2025; to be brought to the full faculty for approval in Fall 2025)

B. Equal Employment Opportunity Procedures

The following procedures have been established to implement Vassar College's Commitment to Nondiscrimination and Equal Employment Opportunity, as stated above:

a. Before the search for candidates is begun, a job description should be prepared, clearly stating the credentials and skills required for the position to be filled. All applicants for the position must be uniformly evaluated in terms of this description. Only if it is found that no satisfactory applicants meet the job requirements as specified may the description be changed. In such cases a new search is initiated.

b. All positions must be advertised, except in special cases approved by the faculty director for institutional equity. The text of an advertisement must be sent to the Office of the Dean of the Faculty. After being checked for accuracy in the particulars of the position, the description and advertisement will be sent to the faculty director for institutional equity for approval. The Dean of the Faculty's office places the ad in several venues (including two discipline-specific venues as identified by the hiring committee), but it is the responsibility of the hiring committee to work with the faculty director for institutional equity to ensure that the position description is disseminated extensively. The extent of advertising and outreach will depend upon the nature of the position. A part-time position will be less extensively advertised than a full-time one; a substitute position less fully than a replacement or a new position.

c. In seeking candidates to fill appointments, departments should be extensive in their advertising. This includes publicizing their requirements through professional associations, job boards, university departments, and other sources that reach potential candidates from a wide variety of backgrounds and cultures. Advertising and all other communications seeking candidates must include the college's statement on its nondiscriminatory hiring practices. The Office for Institutional Equity will assist the departments in identifying a list of organizations and individuals that chairs and directors can contact in their search for candidates from diverse backgrounds and cultures.

d. Application materials submitted for the job opening will go directly to the department or program. It is the responsibility of the department or program to document all phases of the search process (interviews, applicants brought to campus, recommendations and appointments made). At regular stages in the search process, the department/program will forward this documentation for review by the faculty director for institutional equity and/or the dean of faculty, as specified in the Faculty Recruitment and Hiring Manual.

e. Before making recommendations for appointment, departments and programs must be able to state that established criteria have been applied to all candidates. Such criteria should include: qualifications for the specific position; quality of the records of candidates as student and teacher; nature of letters of recommendation, including evaluation of the judgment of the recommenders; estimates of ability for the position at Vassar offered by colleagues, students, the faculty appointments and salary committee, etc. Before any recommendation for appointment is made, departments and programs must demonstrate to the satisfaction of the dean of the faculty that they have followed in letter and spirit these search and evaluation procedures.

f. Beyond the application materials, which will be stored on the recruitment system, the search chair must maintain any additional data on all candidates, those not hired as well as those who are hired, including the evaluations made by departments, students, FASC, etc. Records should be sure to show the individual's name, the date(s) of interviewing, and the search committee's assessment.

(Amended conditionally on May 27, 2025; to be brought to the full faculty for approval in Fall 2025)

II. NEW APPOINTMENTS

A. Full-time academic tenure-track faculty appointments:

An academic full-time tenure-track appointment may be in a single department or program, or jointly in a department and a program.

1. Joint Appointments

Joint appointments are appointments of a faculty member to two departments, two programs, or a department and program. Joint appointments are normally approved before a search is conducted, are made at the time of hire, and persist for the duration of a faculty member's contract. Joint appointment divide faculty members' responsibilities between two departments, a department and a program, or two programs. Faculty members with joint appointments teach, advise, and participate in the administrative duties of both. The conditions of the division are spelled out in writing at the time the joint appointment is made. Faculty members must contribute at least 30% of their total teaching load (normally 3 courses over two years) to each. The research of a faculty members with joint appointments may lie primarily in either but should be relevant to both. Informal or formal agreements, contractual or otherwise, to guarantee a portion of a faculty member's teaching load or administrative service to a department or program to which the faculty member is not appointed are not joint appointments. Such agreements may be made at any time and may be limited in term.

2. Shared Appointments

A shared appointment is a contractual agreement in which two individuals split evenly a single full-time FTE equivalent on a tenure track line. This appointment may be within a single department or program, or across two departments, two programs, or a department and a program. Regardless of how the appointment is structured, each individual in the shared position will only be appointed to a single department or program.

A shared appointment is appropriate when a department, program, or combinations thereof agree to two half-time equivalent tenure track positions and when two people desire long-term half-time employment.

Candidates for a shared appointment must both compete for their positions in national searches and must both be selected by the respective program(s) and/or department(s) to be the appropriate candidates for hiring in half-time tenure track positions. Once hired by the college, the holders of a shared position are reviewed independently following the standard review calendar and requirements for standards of promotion as articulated in the *Governance* and the *Faculty Handbook,* with the exception that the number of courses taught, scholarly output and service expectations are half in quantity but equivalent in quality to those for full-time tenure track faculty members. The outcomes of reviews of each holder of the shared position are independent of the outcomes from the other's reviews.

Holders of shared positions are eligible for health benefits and housing eligibility as if they were full-time members of the faculty. Each holder of a shared position is eligible for all other benefits offered to full-time tenure-track faculty, but at a rate prorated to the half-time salary.

If a faculty member is hired on the equivalent of a half-time tenure-track contract, the contract may only be increased to full-time if the department or program argues for that increased time, the candidate is interested in a fuller contract, and the dean approves the change. It should be clear at the time of hire that a candidate accepting a shared position at half-time should have no expectation that the contract will be expanded.

3. Ranks and Qualifications for Academic Full-time Appointments on Tenure Track

Academic tenure track appointments are made with the following titles, listed in ascending order of rank, instructor, assistant professor, associate professor, and professor.

The qualifications for appointment to each rank are:

a. Instructor: promise of achievement in teaching and scholarship or artistic activity. This rank is used only for new tenure track appointments when the faculty member is completing a terminal degree.

b. Assistant professor: promise of achievement in teaching and scholarship or artistic activity.

c. Associate professor: distinction in teaching together with scholarly or artistic achievement of high quality, or distinction in scholarly or artistic achievement, together with teaching of high quality.

d. Professor: continued distinction in teaching together with scholarly or artistic achievement of high quality, or distinction in scholarly or artistic achievement, together with teaching of high quality.

Except for appointments at the rank of instructor, a faculty member with an academic tenure- track appointment is expected to have a Ph.D. or the appropriate terminal degree in their field.

4. Terms of Service and Advancement for Academic Tenure-track Appointments

The following limits on contracts will be observed:

a. Instructor: The term of appointment is ordinarily two years, with eligibility for a single one-year reappointment at that rank under extraordinary circumstances, when approved by the department chair and/or program director, FASC, and the Dean of the Faculty.

Contracts at the Instructor rank provide for contingent promotion to assistant professor. If the Ph.D. degree or other appropriate degree requirements are satisfied by October 1 of the first year, the person is promoted to the rank of assistant professor, retroactive to July 1, and is issued a new contract for a total of three years. A salary adjustment may be made.

If the degree requirements are satisfied after October 1 of the first year and before October 1 of the second year, the person will be promoted to the rank of assistant professor effective July 1 of the second year. A salary adjustment may be made. A new contract will be issued, bringing the first contract to a total of three years. The person will be reviewed for extension of contract in the second year.

Failure to meet the October 1 date of the second year does not preclude a departmental or dean's recommendation in exceptional cases for a final one-year contract at the Instructor rank with a new October 1 deadline for completion of the degree requirements. If these requirements are satisfied by October 1 of the third year, the individual will be promoted to assistant professor, retroactive to July 1 of the third year. A salary adjustment may be made. Persons recommended for this third year must be reviewed for extension of contract (contingent upon completion of the degree) in their second year.

The completion of degree requirements must be certified by letter to the chair of the department by an appropriate official of the granting institution. The chair should forward a copy of the letter to the Office of the Dean of the Faculty.

b. Assistant professor: The initial term of appointment is ordinarily three years followed by a two-year extension. The second term of appointment is three years, except that members of the faculty successfully reviewed for promotion to associate professor assume that rank at the end of the year in which the review occurs.

For a faculty member promoted from instructor to assistant professor, the combined lengths of service at the rank of instructor and as first term assistant professor prior to extension of contract does not exceed five years.

The total length of service at the rank of assistant professor or at the rank of instructor and assistant professor combined ordinarily should not exceed eight years. In accordance with the leave policies described below, the president or dean of faculty can grant an extension on any contract for a period of up to two years.

c. Associate professor and professor: Members of the faculty receive indeterminate tenure upon promotion from assistant professor to associate professor.

Associate professors ordinarily are invited to be reviewed for promotion to professor in their sixth year after promotion to indeterminate tenure. Thereafter, review for promotion is at the request of the candidate.

Associate professors and professors without previous service at the college are appointed with indeterminate tenure.

Upon appointment, the president, dean of the faculty, dean of strategic planning and academic resources, and dean of the college receive indeterminate tenure, if they do not already hold it at Vassar College.

5. Procedures for Appointment of Full-time Academic Appointments on Tenure-track

a. Suffrage

In department or program action on matters pertaining to appointments on the tenure-track, the right to vote is restricted to members who have academic suffrage in the general faculty and who are of rank superior to that of the person under consideration, except that: professors are entitled to vote in cases involving others of the same rank; associate professors are entitled to vote on all new appointments; and assistant professors are entitled to vote on new appointments up to and including the rank of assistant professor.

Faculty members not on tenure track appointments may not vote on departmental matters pertaining to appointments.

b. Selection of Candidates

The chair and/or program director, in consultation with the department and/or program and in accordance with the *Governance,* is primarily responsible for the process of selection of candidates for new appointments. The dean of the faculty or the president, in consultation with the department or program, may take part in the search.

Application materials of all candidates are made available to all members of the department and/or program eligible to vote on a particular appointment.

c. Campus Interviews

Interviews of candidates are normal practice and usually take place during a visit to the campus. Efforts are made to include students in interviews of candidates for faculty positions.

The dean and two tenured faculty members, including one elected member of the faculty appointment and salary committee (FASC), interview all candidates for first regular appointments to the professorial ranks.

For each candidate, FASC writes a recommendation to the dean and the chair and/or program director based on the application materials and the interview. The recommendation is accompanied by a fuller appraisal only in cases in which FASC wishes to express concern regarding the candidate.

d. Offers of Appointment for Instructors and Assistant Professors

The chair and/or director informs the dean of the faculty of the departmental and/or program recommendation for hire as soon as possible after receiving FASC's feedback and consulting with the students involved in the candidate's interview.

No offer of employment, formal or informal, is made without authorization by the dean of the faculty after review by the faculty director of affirmative action.

After making and successfully negotiating the terms of the offer, the chair and/or director submits a "Request for Appointment" to the dean.

e. Additional Considerations for Offers of Appointment at the Rank of Associate Professor or Professor.

Appointment of a faculty member at the rank of associate professor or professor ordinarily includes tenure at the time of appointment. The circumstances of hiring must be agreed to by the department or program, the faculty appointment and salary committee (FASC), the dean of the faculty, and the president.

The president (when possible), the dean of the faculty, and FASC interview candidates for senior appointments after reviewing the candidate's application materials, including letters of recommendation, publications, and a statement of teaching philosophy.

Assistant professors and lecturers in the department and/or program interview candidates for a position at the rank of associate professor or professor and submit individual or joint confidential reports to FASC on their interviews.

After receiving FASC's written report and consulting with the students involved in the interview of candidates, the chair or director informs the dean of the faculty of the department's or program's decision in writing, addressing issues of past and projected teaching, scholarship, and academic leadership. The chair and two members of the department or program then meet with FASC. The chair and two members of the department or program together with FASC then meet with the dean. FASC and the dean confer throughout the process. The president may meet with members of the department or program, with FASC, or with the dean of the faculty. No offer of employment may be made without authorization by the dean of the faculty and the president.

f. Additional Considerations for Joint Appointments on the Tenure-track

When a joint appointment is under consideration, the department and the program consult concerning the qualifications for the position to be filled.

Both the department and the program participate in reviewing candidates' dossiers and conducting campus interviews. Students from both majors should be involved.

In the program's review of candidates, the program director acts in the capacity of a department chair and participating members of the program act in the capacity of department members.

Faculty members who are eligible to vote on a candidate for appointment vote in the home department, not in the program, unless they are the director of that program. In that case, they may choose to vote either in the department or in the program.

When the department and the program have agreed on a candidate, the department chair and program director submit a "Request for Appointment" to the dean of the faculty signed by the program director and the department chair.

g. Departmental Appointments for External Candidates for Dean of the Faculty, Dean of Strategic Planning and Academic Resources, and Dean of the College

At least one week prior to inviting external candidates to campus to meet with the faculty and other members of the campus community, search committees involved in the hire of a new dean of the faculty, dean of strategic planning and academic resources, or dean of the college submit the dossiers of candidates to the departments the candidates would be joining as tenured members if they were to be selected. If tenured members of the department have concerns about offering a candidate a tenured appointment, they

communicate those concerns to the search committee in writing within one week of receiving the dossier.

h. Additional Considerations for Opportunity Hires to Fill Gaps in the Curriculum

When a faculty line becomes available, it is expected that a national search will be conducted consistent with established faculty hiring policies and procedures. Under exceptional and limited circumstances, a national search may be foregone when a special opportunity presents itself to bring to the college scholars and teachers of exceptional achievement or promise who will help to fulfill the college's academic mission, as reflected in the Mission Statement of Vassar College.

There are two categories of such appointments, which in some cases may overlap. In the first, the opportunity hire will strengthen the college's academic mission by increasing the overall diversity of the faculty, where diversity is understood broadly and considers such characteristics as experience, background, culture, research agendas and pedagogical approaches. In the second, the opportunity hire will strengthen the college's academic mission by bringing to the college an individual of exceptional achievement in the areas of teaching and scholarship, or one who offers the extraordinary possibility of strengthening the college's educational mission in significant ways. In either case, such appointments can only be made where candidates for an opportunity hire have demonstrated clear achievement or promise such that it is probable that they would have emerged as candidates of choice in conventional searches, if such had been undertaken, and the college sees the hiring as being in its strategic interests.

To request an opportunity hire, the department chair or program director must secure authorization from the dean of the faculty by submitting a proposal describing how the potential opportunity hire will support the college's priorities for new or replacement faculty positions and fulfill the college's academic mission either by diversifying the faculty or by bringing to the college a person of exceptional achievement in the person's field.

The department or program undertakes all such procedures that are normally a part of the hiring process except for the national search (i.e., interviews, presentations, reviewing of credentials, including CV, publications, letters of recommendation, teaching experience, FASC reports). The dean and two senior faculty members, including one member of FASC, interview a candidate for first regular appointment to the professorial rank. The president, as well as the dean and members of FASC, interview a candidate for senior faculty appointment.

The dean of the faculty consults with the faculty director for institutional equity prior to making an appointment. The faculty director for institutional equity must certify that an appointment meets the college's goals and conforms to the college's equal employment opportunity policies and federal and state laws.

The president has the final authority to decide whether to make a special opportunity hire. This policy is subject to annual review by the dean of the faculty, in consultation with the faculty director for institutional equity and the faculty appointment and salary committee. This policy will be enacted as long as its effectiveness in fulfilling the academic mission of the college is clear.

(Amended conditionally on May 27, 2025; to be brought to the full faculty for approval in Fall 2025)

B. Academic Full-time Appointments not on Tenure Track.

1. Ranks for full time appointments not on the tenure track

Academic full-time appointments not on the tenure track are made with the following titles:

a. The title of lecturer and senior lecturer may be used for faculty who hold special, full-time appointments in department or programs. Lecturers in academic departments and programs ordinarily receive renewal after three-year contracts, with promotion to the rank of Senior Lecturer at the first contract renewal after nine years of service. Faculty undergo regular review at the time of contract renewal.
(Amended by the faculty on November 12, 2025)

b. "Visiting" shall be included in titles of faculty at any rank appointed on a temporary, full-time basis. Such appointments shall normally be for 1 semester, 1 year, 2 years, or 3 years with eligibility for reappointment. Ordinarily, no one shall be continued in a visiting position beyond a total of six years.

C. Full-time Appointments in Athletics and Physical Education

1. Ranks for full-time appointments in Athletics and Physical Education.

Appointments are made with the following titles:

a. The titles of professor, associate professor, assistant professor, and instructor are used for faculty in Athletics and Physical Education on a tenure track.

b. The titles of lecturer and senior lecturer are used for full-time appointments in Athletics and Physical Education not on a tenure track.

2. Terms of Service and Advancement

Lecturers in Athletics and Physical Education regularly receive a 3-year contract, followed by a two-year extension, two 3-year contracts, and renewable 4-year contracts with the possibility of promotion to senior lecturer with the first 4-year contract. Faculty undergo a regular review process at the time of each contract extension or renewal, using the criteria established by the program and approved by the dean of strategic planning and academic resources.
(Approved by the faculty April 13, 2011)

D. Other Full-time Appointments

Other full-time appointments may be made with the following titles:

a. Professional Librarians: This title carries academic suffrage with it.
b. The Director of the Writing Center This title carries academic suffrage with it.

(Amended by the faculty January 28, 2026)

E. Part-time and Special Appointments

Persons holding special appointments are subject to the terms of service indicated in this section, rather than those terms governing regular appointments. Persons holding special appointments do not have academic suffrage.

Special appointments may be made with the following titles:

a. Adjunct: any member of the faculty at any rank who teaches part-time.

b. Research professor: faculty members who have retired from the regular professorial ranks but continue to perform sponsored research at Vassar. This title shall be granted

only for the duration of the sponsorship and at the discretion of the dean of the faculty, who shall specify the conditions of appointment.

c. Research scientist or research scholar: principal investigators working at Vassar with support from an outside granting agency.

d. Research associate: persons holding postdoctoral appointments at Vassar.

e. Part-time coaches: coaches on part-time, renewable 2-year contracts; part-time coaches do not have academic status.

f. Visiting scholar or visiting artist: a courtesy title granted by the dean of the faculty, who shall specify what privileges are allowed.
(Amended by the faculty, March 3, 1993; February 16, 2005; and March 27, 2013)

III. GUIDELINES FOR REVIEW OF FACULTY MEMBERS FOR EXTENSION, REAPPOINTMENT, TENURE, AND PROMOTION

Vassar College seeks to recruit a faculty of the highest quality. It looks for certain measures of competence, including achievement and potential in the following areas: teaching, scholarly work or artistic activities, and service to the college. It seeks excellence in its faculty in both teaching and scholarship or creative activity.

Effective teaching includes clearly communicating subject matter and course expectations; thoughtful organization of course design and materials; using pedagogical tools that create opportunities for student engagement and learning; supporting the growth and development of all students; and continued reflection on and growth in teaching practices. Effective teaching is necessarily inclusive and designed to reach a diversity of learners. Reviews will consider the record of a faculty member in the context of their personal narrative statement, taking into account their teaching portfolio, student end-of-course surveys, and participation in the advising and guidance of students.
(Amended by the faculty, December 11, 2024)

With respect to scholarship and artistic achievement, primary emphasis is placed on the quality of the work, which should demonstrate incisiveness of mind, felicity of expression, and control of materials. A candidate's record should also show continuing engagement in scholarly or artistic projects resulting in timely publication or presentation.

Service is a requirement of the job; a thriving liberal arts college relies on the participation of faculty, including in shared governance, leadership roles, committees, student mentorship, and at the departmental and program level. Given this understanding, service will be considered an integral part of promotion and review, and it will be evaluated holistically with attention to the rhythm and demands of the profession, the arc of the candidate's career, and their scholarly interests as discussed in their personal statement, and with consideration to the needs of the college.

It is important to recognize that these criteria cannot be achieved in precisely the same fashion by all candidates. Individual cases will be assessed on the basis of the particular contributions of a candidate to the department and the college.

The chair of the department will meet with all tenure-track faculty members at the time of their first salary recommendation to make sure that they have familiarized themselves with the procedures of review and the criteria employed in each of the reviews, as stated in the *Governance* and the *Faculty Handbook* and interpreted by the department. In addition, FASC will meet near the end of the spring semester with these faculty and their chairs to describe and clarify procedures and criteria.
(Approved by the faculty May 18, 1994; Amended by the faculty May 6, 2026)

The general criteria relevant to the various levels of academic appointment and the progression from one level to the next are as follows:

A. Extension of Instructor and first-term Assistant Professor Contracts

Effective teaching, as indicated by departmental evaluation, course evaluations, a teaching observation report from a member of the candidate's department or program, and the teaching portfolio, is the primary consideration. Scholarly promise, as indicated by the candidate's activities reports and curriculum vitae, and participation in the department are additional important considerations.
(Amended by the faculty April 2, 2025)

B. Reappointment to a second term as Assistant Professor

Substantial evidence of a high quality of teaching is of primary importance. In addition to that included in the extension review, evidence shall ordinarily include two additional classroom teaching observation reports, one ordinarily from a faculty member within the candidate's department/program and one from outside it. Evidence of a degree of artistic or scholarly development sufficient to warrant the expectation of significant accomplishment by the time of tenure review is also necessary. Evidence may include published and unpublished materials, work in progress, papers read at professional meetings, participation in seminars and symposia, and contributions to the creative and performing arts from the 3 1/2 years prior to the submission of materials for reappointment. Contribution to departmental activities in particular and to college life in general will also be important factors. (Amended by the faculty September 18, 2013 and April 2, 2025)

C. Promotion to indeterminate tenure at the Associate Professor Rank

Required are distinction in teaching together with scholarly or artistic achievement of high quality as judged by peers both inside and outside the college, or distinction in scholarly or artistic achievement together with teaching of high quality. In the consideration of teaching, in addition to that included in the reappointment review, evidence shall ordinarily include two additional classroom teaching observation reports, one ordinarily from a faculty member within the candidate's department/program and one from outside it. In the consideration of scholarly or artistic activity, the primary works to be examined are those published, produced or performed while at Vassar or elsewhere in the 6 1⁄2 years prior to submission of materials for review. Other evidence, limited to the same time period, may include unpublished materials, works in progress, papers read at professional meetings, participation in seminars and symposia, and contributions to the creative and performing arts. Also required is evidence of contribution to the college through service (as described in Appendix C: The Personal Statement). Additional factors in the final recommendation of the department and FASC include intellectual growth and academic leadership, which may be evidenced by participation in professional activities outside and/or within the college.
(Amended by the faculty March 27, 2013, April 2, 2025, and May 6, 2026)

D. Promotion to full professor

The review will consider all professional activity, placing particular emphasis on work begun or completed since the granting of tenure. In the consideration of teaching, evidence shall ordinarily include two classroom teaching observation reports, one ordinarily from a full professor within the candidate's department/program and one from outside it. Scholarship or artistic activity published or substantially produced before the tenure review and evaluated as part of the tenure portfolio is not resubmitted in the portfolio for promotion to full professor. Promotion to full professor requires that distinction be achieved in scholarship/artistic activities or teaching, preferably in both, with at

least high quality in the other, and evidence of significant contributions to the college through service (as described in Appendix C: The Personal Statement). While significant service contributions alone are not considered to be a substitute for teaching and/or research quality, they play a critical role in holistic assessments of a candidate's file for promotion to full.
(Amended by the Faculty, April 10, 1996, April 2, 2025 and May 6, 2026)

E. Post-tenure review

Tenured faculty members are expected to engage in teaching, scholarship or artistic activities and service in the Vassar community. In making merit determinations the Faculty Appointment and Salary Committee shall consider all three areas of performance, which, taken together, give evidence of different levels of performance by tenured members of the faculty. It is understood, however, that patterns of focus in these areas may vary responsibly at different points in a faculty member's career. Under these circumstances, the committee will consider in its evaluation the weighting of the three areas and of contributions within each area as presented in the candidate's self-analysis in the Personal Statement. To earn a *High Merit* rating in post-tenure review, engagement in scholarship, teaching, and service is required, and at least two areas should show evidence of high quality. To earn a *Distinction* rating, engagement in scholarship, teaching, and service is required, and at least two areas should show evidence of distinction.

(Amended by the faculty April 20, 2005 and May 6, 2026)

IV. PROCEDURES FOR REVIEW OF FACULTY MEMBERS FOR EXTENSION, REAPPOINTMENT, TENURE, AND PROMOTION

In department action on matters pertaining to extensions, reappointments, tenure, and promotions, the right to vote shall be restricted to members who have academic suffrage in the general faculty and who are of rank superior to that of the person under consideration, except that tenured professors shall be entitled to vote in cases involving others of the same rank and that tenured associate professors shall be entitled to vote on all new appointments and on tenure decisions regarding other associate professors. No faculty member on visiting or adjunct appointment shall vote on departmental matters pertaining to extensions, reappointments, tenure, and promotions.

All department, program, or committee members eligible to participate in a decision about a candidate for extension, reappointment, tenure, or promotion shall review the criteria relevant to such decisions as they appear in the *Governance* (Part 5B, Article I, Section 1) and in the *Faculty Handbook*. Consideration must be made on the basis of the established criteria and must be taken without regard for sex or minority status. Recommendations should address themselves to the criteria which have been used.

Chairs of departments and directors of programs must meet with all tenure-track faculty members at the time of their first salary recommendation to make sure that they have familiarized themselves with the following procedures of review and the criteria employed in each of the reviews, as stated in The *Governance* and the *Faculty Handbook* and interpreted by the department.

If the candidate has questions prior to the review, the candidate may speak to the department chair and/or program director or to a member of FASC. In order to preserve the integrity of the review, when preparing review materials, candidates may not consult with members of the department and/or program that are eligible to participate in that review, including those on leave at the time of review.

Confidentiality shall be maintained at every stage of the process and concerning all matters of substance involved in the review by all members of the faculty who have the responsibility of reviewing a candidate.

The candidate is bound by this principle of confidentiality not to seek any information about the candidate's review which would result in the breaking of confidentiality by any faculty members who have the responsibility of participating in the review. If a participant in a review believes that there is some irregularity, that participant must voice their belief to their colleagues, to the chair of the review committee, to the dean of the faculty, to a member of FASC, or the president. When participants in a review consider it possible that the review, as it is being conducted, is discriminatory, they should consult with the faculty director for institutional equity. Under no circumstances is it appropriate for a faculty member responsible for a review to speak of such concerns to the candidate during the process of review. Conversations reported out of context may harm or mislead the candidate and violate the right of those involved in a review to expect that they are speaking within the context of a confidential exchange. Such a confidential exchange ensures that faculty involved in the review fully express their consideration of the candidate's materials and supply the candidate with useful, appropriate and complete comments in the departmental or program letter (see *Faculty Handbook* C.IV.B4, A-E)**.**
(Amended by the faculty May 18, 2005)

In the meeting of the candidate and the chair of the department and/or program to discuss the departmental or program letter the chair may clarify the letter for the candidate but may not reveal or discuss any aspects of the deliberations that are not documented in the letter. Further exchange between the candidate and the members of the department or program about the meaning or interpretation of the letter should be in the form of the candidate's written response and the possibility of a subsequent discussion between the department, FASC, the dean and the president. However, any member of the department or program is encouraged to discuss with the candidate the implications for the candidate's professional development of specific issues raised in the letter. To avoid violations of confidentiality, such discussion should focus on plans for the future and must not reference, directly or indirectly, any aspects of the review process.

Confidentiality must be maintained even after a review has been completed, except when the review is being appealed under the provisions of the Governance and the Faculty Handbook. In that case members of the department and/or program and the members of FASC must respond to the questions of the appeal committee addressing the process of review or abridgement of academic freedom. For discrimination-related appeals they must respond to the questions of the EOAA office investigator.

Although substantive advice to candidates up for review will inevitably reflect the accumulated knowledge of past reviews in which the advisor has participated, no particular circumstances or details of a past case may be divulged as a form of advice. The maintaining of confidentiality is a professional obligation to the members of the community and breaking it endangers the integrity of the whole community.

Chairs of departments and directors of programs must meet with all tenure-track faculty members at the time of their first salary recommendation to make sure that they have familiarized themselves with the following procedures of review and the criteria employed in each of the reviews, as stated in The *Governance* and the *Faculty Handbook* and interpreted by the department.

Conflict of Interest—Family relationships and other close personal relationships between faculty members potentially involve a conflict of interest in cases where one member of the relationship is eligible to participate in institutional decisions that might directly benefit the other member of the relationship. In cases of potential conflict of interest, ethical practice and the need to protect the integrity of the review process require that one abstain from participating in such decisions. Direct benefits include initial employment, retention, salary, work assignments, research and travel funds, leaves of absence, promotion, tenure, and the availability of tenure positions.

In the case of the Appeal Committee or Review Committees, conflict of interest is deemed to exist in any case where a person on the committee has previously voted on a matter of appointment, extension, reappointment, or promotion concerning the appellant.

Questions concerning the applicability of this policy in specific cases may be raised by any faculty member. They should be directed either to the dean of the faculty or to the Faculty Appointment and Salary Committee.

Final authority in resolving disputes over the applicability of this policy in specific cases rests with the dean of the faculty in consultation with the Faculty Appointment and Salary Committee.

A. Faculty Under Review for Extension, Reappointment, Tenure, or Promotion

1. A faculty member desiring early review should consult, first, with the departmental chair, then with the dean of the faculty. In cases of review for promotion to full professor, if the chair is an associate professor, the candidate should consult with the senior full professor in the department. (All references to departments pertain to programs as well.)

2. If an ad hoc committee is required, the candidate shall submit to the dean of the faculty the names of three members of the faculty, senior in rank, whose expertise might be appropriate for service on an ad hoc committee.

3. Candidates for extension of contract shall prepare and submit to the dean of the faculty and the department or ad hoc committee chair (a) an up-to-date vita, (b) a teaching portfolio, and (c) the personal statement for evaluators within the college that describes the candidate's career and professional development as reflected in teaching, scholarly or artistic activity, and service to the college, department, and community. The candidate also coordinates a classroom teaching observation with their chair/director or other faculty member selected for this purpose. (*See* Appendices A, B, C, and D below in this section for additional information.)
(Amended by the faculty April 2, 2025)

4. Candidates for reappointment shall prepare and submit to the dean of the faculty and the department or ad hoc committee chair (a) an up-to-date vita, (b) a teaching portfolio, (c) the personal statement for evaluators within the college that describes the candidate's career and professional development as reflected in teaching, scholarly or artistic activity, and service to the college, department, and community, and (d) scholarship or artistic work produced in the 3 1⁄2 years prior to submission of materials for review (a separate list of the items submitted should be included); if candidates are unsure about how to submit digital materials, they should consult the office of the Dean of the Faculty for current guidelines for the submission of such materials for faculty reviews. The candidate also coordinates classroom teaching observations with the faculty members selected to observe them. (See Appendices A, B, C, and D below in this section for additional information.)
(Amended by the faculty September 18, 2013 and April 2, 2025)

5. Candidates for promotion to indeterminate tenure at the associate professor rank prepare and submit to the dean of the faculty and the department or ad hoc committee chair (a) an up-to- date vita, (b) a teaching portfolio, (c) the personal statement for evaluators within the college that describes the candidate's career and professional development as reflected in teaching, scholarly or artistic activity, and service to the college, department, and community, (d) all scholarship or artistic work from the 6 1⁄2 years prior to submission of materials for review (a separate list of the items submitted should be included); if candidates are unsure about how to submit digital materials, they should consult the office of the Dean of the Faculty for current guidelines for the submission of such materials for faculty reviews, and (e) the statement for outside evaluators that places their scholarship or artistic activity in context for the scholars or practitioners in their field. The outside evaluators shall also receive the vita and the scholarly or artistic materials. The candidate also coordinates classroom teaching observations with the member of their department/program selected with their chair/director and with the faculty member assigned to this purpose by the Dean of the Faculty office. (See Appendices A, B, C, D, and E below for additional information.)
(Amended by the faculty April 19, 2006, May 15, 2013 and April 2, 2025)

6. Candidates for promotion to full professor shall prepare and submit to the dean of the faculty and the department or ad hoc committee chair (a) an up-to-date vita, (b) a teaching portfolio, (c) the personal statement for evaluators within the college that describes the candidate's career and professional development as reflected in teaching, scholarly or artistic activity, and service to the college, department, and community, (d) scholarship or artistic work produced since the promotion to indeterminate tenure review (a separate list of the items submitted should be included); if candidates are unsure about how to submit digital materials, they should consult the office of the Dean of the Faculty for current guidelines for the submission of such materials for faculty reviews, and (e) *the Statement for Outside Evaluators* that places their scholarship or artistic activity in context for the scholars or practitioners in their field. The outside evaluators shall also receive the vita and the scholarly or artistic materials. The candidate also coordinates classroom teaching observations with the faculty members selected to observe them. (*See* Appendices A, B, C, D, and E below in this section for additional information.)
(Amended by the faculty May 18, 2005 and April 2, 2025)

7. In tenure decisions and promotions to full professor, candidates shall provide the names of at least six scholars who might serve as outside evaluators of the scholarship or artistic activity to be considered in the review. The names shall be ranked in order of preference; such ranking will be among the factors considered by FASC and the Dean of the Faculty in the selection of evaluators. Candidates shall include the titles and full addresses of the outside evaluators and their qualifications for serving as evaluators. Candidates shall not suggest as outside evaluators friends, working colleagues, or former teachers.
(Amended by the faculty, May 10, 2023)

8. To assist in the preparation of the personal statement of faculty under consideration for extension, reappointment or tenure, the dean of the faculty shall provide Fall semester course evaluation reports to the faculty by the first day of classes in the Spring semester. If the course evaluation reports have not been provided to the faculty member by this date the candidate shall be afforded the opportunity to amend, without prejudice, the candidate's teaching portfolio and Personal Statement to address any issues raised by these course evaluation reports.
(Approved by the faculty February 5, 2003)

9. In addition to the materials listed in 3, 4, 5, or 6 above, a candidate's review dossier shall include the following materials produced during the period under review and kept in files of the Office of the Dean of the Faculty and the department or program: (f) student course evaluations (ECS, previously CEQ), including evaluations for courses taught in interdepartmental programs, (g) annual activities reports submitted by the candidate, (h) departmental performance evaluations, salary recommendations, and, where appropriate, recommendations for extension and reappointment, together with any replies from the candidate, dean of the faculty, or president, (i) any recommendations requested by candidates from other departments or multidisciplinary programs in which they have participated in the review period, and (j) where required, letters from outside evaluators and teaching observation reports. In the case of reviews for promotion to full professor, the "period under review" noted above is the period between the granting of tenure and the review for promotion.
(Amended by the faculty April 2, 2025)

10. Any materials that are not specifically called for in the provisions of the *Governance* or the *Faculty Handbook*, such as unsolicited letters, shall be deemed extraneous and shall not be considered in the review process.

11. In the case of unpublished works or grant proposals that have been accepted, candidates should include copies of contracts, acceptances, or other communications about the status

of the scholarly work as part of the dossier with any confidential or evaluative information redacted.
(Approved by the faculty December 14, 1994; Amended by the faculty May 18, 2005)

12. If the publication status of a work submitted as part of a candidate's scholarly portfolio changes after materials have been submitted (and prior to December 1 for full professor review and May 1 for reappointment and tenure reviews as described in the calendar in section C, XI of the Faculty Handbook), the candidate is permitted to provide an update to the Dean in the forms specified above in #11. Candidates should not, as part of the update, provide details about or the continuing development of a manuscript or other work beyond notification of a change in status. Candidates should not provide copies of editor's comments, readers' reports, or other material that offers evaluative comments. (Approved by the faculty May 10, 2017)

13. In cases of a successful appeal of a review decision, any documents related to procedures found to be flawed shall be removed from the review dossiers of candidates (but not from their files). Whether appeals are successful or unsuccessful, any documents concerning the appeals themselves shall be removed from review dossiers.
(Approved by the faculty December 14, 1994; Amended by the faculty May 18, 2005)

B. Departments and Programs

1. The department chair or program director should ask department or program members under review to submit material pertinent to the department's or program's consideration. Materials assembled by the chair or director should include an up-to-date vita, all annual activities reports, and all relevant evidence of scholarship or artistic activity.

2. In extension reviews, the chair/director ordinarily observes the classroom teaching and produces the teaching report for the department/program. For reappointment, tenure, and promotion to full professor, the chair/director works with the candidate to assign a faculty member, ordinarily from the department/program and of rank higher than the candidate, to produce the teaching observation report. To the extent possible, these faculty members will be different individuals at each review.
(Approved by the faculty April 2, 2025)

3. All of the materials pertinent to the review should be made available by the department chair or program director to all of the members of the department eligible to take part in the review. The reports of outside evaluators, however, will be made available to the eligible members only after a full discussion has taken place based on the criteria listed in Sec. III, above, but before the final vote is taken. The chair or director then will request, in writing, the evaluations from the dean of the faculty, confirming in this request that the appropriate discussion has taken place. These evaluations, with the identification of writer removed, will also be given to the candidate at the same time. The purpose of this procedure is to maintain the independence of the departmental or program evaluation, while also providing an opportunity for the department or program to respond, as it sees fit, to the judgment of the outside evaluators.

4. The department's or program's deliberations are conducted in accord with the *Governance* provisions regarding suffrage (Part B, Article III, Section 3) in formal meetings, with votes taken and recorded (by secret ballot if called for) and in strictest confidentiality.

5. The department chair or program director shall report the result of the vote to the other voting members, giving the figures in case of any division of opinion. The chair or director shall write a full statement of the department's or program's recommendation, reporting the vote and summarizing the points of view presented, including differences of opinion. All department or program members involved in the decision and not absent from campus

on leave, shall be afforded an opportunity to suggest changes in the chair's or director's statement, and shall indicate by their signatures that the statement is a fair, accurate, and full report of the departmental or program discussion. If any such member is unwilling to sign the departmental or program statement, a separate letter must be submitted as an attachment to the departmental or program recommendation. This letter must be shown to and initialed by the other voting members of the department or program present on campus before the departmental or program recommendation is submitted to the dean of the faculty.

In submitting the department's or program's recommendation, the chair or director is asked to write specifically and analytically on:

a. The candidate's teaching record, including an assessment of all student evaluations, teaching observation reports, role in the department or program, and contribution to its curriculum.

b. Publications, unpublished papers and research progress or evidence of artistic activities.

c. Where appropriate, significant contributions to the college outside the department or program and, if of special importance, to relations between the college and the larger social community.

d. Any significant difference between the judgments reflected in previous performance evaluations, salary recommendations, and the departmental or program recommendation.

e. Any significant difference between the judgments reflected in the outside evaluator's reports and the departmental or program recommendation.

(Amended by the faculty April 2, 2025)

6. At the time that the recommendation is submitted to the dean of the faculty, the candidate will be provided with a copy of the full recommendation modified so as to indicate the numerical vote but not the votes of the individual voting members. If a separate letter is submitted, it will also be provided to the candidate with the names of those signing or initialing it deleted. When a separate letter is submitted, the names of those signing the departmental or program statement shall also be deleted. The chair or director shall meet with the candidate to discuss the full recommendation and the remainder of the review procedure.

7. In the case of extension of instructor and first-term assistant professor contracts if the department or program recommends extension and the dean of the faculty concurs, the recommendation does not come before the Faculty Appointment and Salary Committee.

   If the department, program, or dean does not recommend extension, the recommendation will be reviewed by FASC.

8. In the case of review for promotion to indeterminate tenure and to full professor, the chair or director, after reaching agreement with eligible members of the department or program, submits to the dean of the faculty at least six names of outside evaluators of the research of each member of the department or program who is to be reviewed. The names shall be ranked in order of preference; such ranking will be among the factors considered by FASC and the dean of the faculty in the selection of evaluators. Neither the chair or director nor other eligible members of the department or program may consult with the candidate in selecting the departmental or program list of outside evaluators. (The candidate also provides independently a list of possible outside evaluators—see IV.A.3 above) Before the department or program makes its selection, however, the candidate may provide the

department or program and the dean of the faculty with a memorandum indicating, with brief explanation, if there is any potential evaluator who the candidate believes would be unable to give an objective review of the candidate's work.
(Amended by the faculty April 1, 2008)

9. In the case of promotion to full professor, every effort will be made to meet the dates assigned in the Calendar for notifying chairs or directors of questions or objections regarding departmental or program recommendations and for notifying faculty members under review of the president's recommendation to the Board of Trustees. If delays occur, both the chairs or directors and faculty members will be notified by the dean.

C. Joint Appointment

If a faculty member holds a joint appointment or requests to be treated as such due to participation in a multidisciplinary program (see section D below, the following procedures are added to the review process:

1. Following an initial independent evaluation by the department(s) and/or program(s) in which the faculty member holds a joint appointment, two members from each (e.g. the chair or director and one other) participating in the review shall meet to share their evaluations of the candidate's qualifications relevant to the review. They shall make a written report of their deliberations, stating areas of agreement and disagreement. The report of this group (the "bridge report") shall be transmitted to the candidate, to the departments and programs in which the candidate is appointed, FASC, the dean of the faculty and the president.

2. The department(s) and programs(s) in which the faculty member holds a joint appointment shall make their own separate recommendation to FASC, the dean, and the president, taking this report into consideration.

3. A faculty member who is eligible to vote in both groups by which a faculty member is being reviewed shall choose to participate and vote in only one (i.e. such a faculty member may choose to participate in a department or program review of a candidate, but may not participate in both.)

4. In the case of review for promotion to indeterminate tenure and promotion to full professor, the two groups in which the faculty member holds a joint appointment, after a consultation, shall submit separate lists of nominations. Ordinarily, at least one evaluator shall be selected from each list.

5. In arriving at their final recommendation, FASC and the dean shall consider the bridge report and all the departmental and program recommendations in conjunction with the teaching evaluations and, in the case of appointment to indeterminate tenure and promotion to full professor, the letters by outside evaluators.

6. These procedures are designed to accommodate recommendations from both department(s) and program(s). They do not imply that a negative recommendation by one carries with it the power of veto, nor does a positive recommendation assure a positive outcome. It is the responsibility of FASC, the dean, and the president, who alone have access to all of the evidence, to weigh it fairly in arriving at the final decision.

7. Departments or individuals may have formal or informal agreements to teach or contribute sections to specific programs or to the curriculum of the multidisciplinary programs in general. These agreements or contractual

obligations are not joint appointments, but they permit and, in some instances, require a faculty member to undergo review by a program (as described in sections D.2 and D.3 below.)
(Amended and approved by the faculty March 3, 2016)

D. Reviews of faculty participating in multidisciplinary programs who are not appointed to the program(s)

1. In extensions, reappointments, tenure, and promotions candidates with full-time appointments in a program are reviewed in accordance with the procedures for "departments and programs" in B above.

2. Candidates with a joint appointment in a program are reviewed in accordance with the procedures for "departments and programs" and "joint appointments" in sections B and C above.

3. Candidates who have taught at least half-time in a program (an average of 2.5 courses per year) during the period of service under review but are not appointed to the program MUST ELECT EITHER to be reviewed by the program in accordance with the procedures for "departments and programs" and "joint appointments" in sections B and C about OR to receive a partial review by the program, consisting of an evaluation of teaching in and service to the program, as specified below and by the program's by-laws.

4. Candidates who participate in a program by who do not have a joint appointment and do not teach at least half-time in the program MAY ELECT to request EITHER to be reviewed by the program in accordance with the procedures for "departments and programs" and "joint appointments" in sections B and C above OR to receive a partial review by the program, consisting of an evaluation of teaching in and service to the program, as specified below and by the program's by-laws. Such candidates should consult with the program director before electing either type of review. Requests for a review must be submitted in writing to the program director by September 15 (or April 1 for promotion to full professor) with a copy to the dean of the faculty and the chair of the candidate's home department or program.

5. In determining whether or not a faculty member has taught half-time in a program, only courses that originate in a program shall count as teaching in the program. In reviews, however, ECS (and previous CEQ) results for all courses taught in the program, including cross-listed courses originating elsewhere, shall be considered.

When a review has been requested or is mandated, ECS (and previous CEQ) reports for cross-listed courses shall be provided to the program director by the Office of the Dean of the Faculty.
(Amended and approved by the faculty March 3, 2004 and May 13, 2009)

6. The procedures for a partial review are as follows:
   a. A partial review of a candidate by a program shall be conducted according to the program's by-laws, which have been reviewed by FPCC and the dean of the faculty to ensure conformity with the Governance. (Amended by the Faculty March 3, 2004)

   b. In extension reviews the program director shall ordinarily produce the teaching observation report. For reappointment, tenure, and promotion

to full, in consultation with the candidate, the director shall appoint a program member to produce a teaching observation report.
(Approved by the faculty April 2, 2025)

c. A report resulting from a partial review shall be transmitted to FASC, the dean of the faculty, and the president.

d. In arriving at their final recommendation, FASC and the dean will consider the departmental and program recommendations in conjunction with the teaching evaluations and the majors committee reports of the department and program and, in the case of appointment to indeterminate tenure and promotion to full professor, the outside evaluators.

e. These procedures are designed to accommodate recommendations from both department(s) and program(s). They do not imply that a negative recommendation by one carries with it the power of veto, nor does a positive recommendation assure a positive outcome. It is the responsibility of FASC, the dean, and the president, who alone have access to all of the evidence, to weigh it fairly in arriving at the final decision with due consideration to the relative importance of service to the program.

E. Faculty Appointment and Salary Committee

The Faculty Appointment and Salary Committee (FASC) shall act as a whole on appointments, recommendations not to extend contracts, reappointments, promotions (to the ranks of assistant or associate professor), the granting of tenure, and dismissal.

1. Evidence

a. In all cases FASC shall review as evidence:

- An up-to-date vita, teaching portfolio, and personal statement.
- A personnel record beginning with the member's first appointment to Vassar, including all promotions and leaves.
- Copies of pertinent scholarly material or evidence of artistic activities.
- The annual activity report.
- Student course evaluations and teaching observation reports.
- All earlier departmental recommendations for reappointment and promotion, all departmental performance evaluations, and salary recommendations.
- All letters concerning reappointment and promotion from the dean and president.
- The departmental recommendation and program recommendation (when appropriate)

(Amended by the faculty April 2, 2025)

b. In the case of promotion to indeterminate tenure and to full professor, FASC shall also review outside evaluations of the member under consideration. Ordinarily, four outside evaluators shall be selected by the dean, in consultation with FASC. Effort shall be made to select at least one evaluator from the department's list and one from the candidate's list, but there can be no guarantee that someone from each list will be among those who agree to submit evaluations. Should at least four evaluators not be obtained from these lists, the candidate and the department will be asked to submit additional names.

c. Outside evaluation of candidates for tenure or promotion to full professor will be made available, to both candidates and their department as specified in IV.B.2. above. Names and other identifying information will be deleted from the copy sent to the candidate and the department.

2. Procedure

a. Confidentiality is maintained by the committee in all deliberations and matters involving the evaluation of individual faculty members for appointments, extensions, reappointments, terminations, and promotions.

b. The committee shall keep a procedural log for each candidate of the dates on which it met to consider that case, by itself, with the dean of the faculty, and with the president. It shall also record in the log its final vote.

c. After each group of departmental recommendations has been received by the dean of the faculty, the committee makes a preliminary review of each case, after study of the evidence; it meets at this stage by itself.

d. The committee meets with the dean for further review of each case.

e. The committee next meets with the president and the dean of the faculty at which time both the dean and members of the committee report their respective views of each case.

f. Any consultation with departmental chairs as called for by the *Governance* takes place subsequent to this meeting with the president.

g. The committee's final recommendation on each case is made to the dean of the faculty. The dean then gives a final recommendation to the president. The president then submits the final recommendation to the Board of Trustees.
(Amended by the faculty May 18, 1994)

F. Ad Hoc Committees

1. When a department or multidisciplinary program has fewer than two members of rank higher than that of the member under consideration for extension, reappointment, promotion or tenure, an ad hoc committee of three members shall be appointed by the dean to make a recommendation in lieu of a departmental recommendation. In

composing the committee, the dean shall consult with FASC after soliciting separately from the candidate and the senior member of the department, should there be one, the names of three members of the faculty deemed appropriate to review the candidate's work. Effort shall be made to select at least one committee member from each list, but there can be no guarantee that the committee will include members from these lists. The candidate shall be informed by the dean of the composition of the committee. The department member eligible for participation in the decision shall serve on the ad hoc committee as chair. In other instances, the chair shall be appointed by the dean.

2. When a candidate is being reviewed for tenure or promotion to full professor, the minimum number of submitted outside evaluations shall be three if the department is represented on the ad hoc committee and four if it is not.

3. After studying the candidate's file but before beginning its deliberations, the ad hoc committee, at the request of the candidate, shall meet with the candidate for purposes of clarification and amplification of the available materials. In addition, the candidate may use this meeting to inform members of the committee of any circumstances relevant to the review of which they may not be aware.

4. When an ad hoc committee returns the dossier on a candidate with its recommendation to the dean, it also returns all related documents and destroys all copies of preliminary drafts or materials otherwise related to its considerations.

5. In all other respects, ad hoc committees follow the same procedures as departments.
(Amended by the faculty May 18, 1994)

Appendix A: The Teaching Portfolio

Definition and Instructions for Teaching Portfolios

Faculty on tenure-track appointments must compile a teaching portfolio, which will be reviewed and evaluated by the appropriate department members at the time of review for extension, reappointment, and tenure. It will also be part of the material reviewed by FASC, the dean of the faculty, and the president. Lecturers outside the athletics department must also compile a teaching portfolio for review. Tenured faculty shall submit teaching portfolios at the time of review for promotion to full professor covering the period since tenure. Portfolios are not required for post-tenure reviews.

(Amended by the faculty on November 12, 2025)

The teaching portfolio gives the candidate an opportunity to present material for evaluation, which demonstrates qualities of teaching outside of classroom performance. It is suggested that faculty gather materials semester by semester and make choices from this collection to form the portfolio at the time of review. In compiling the portfolio, candidates should use their judgment about what to include in order to make a representative but not exhaustive presentation of materials. Materials in the following categories should be included:

a) **Class Organization**. This includes material such as syllabuses and course descriptions. Courses at different levels and of different kinds (e.g., seminar, discussion, lecture, lab, workshop, studio) should be represented. Short paragraphs describing the instructor's goals in each course should be added if this is not part of the course description.

b) **Pedagogical materials and methodology.** A brief discussion commenting on the procedures a teacher uses to accomplish the goals in the course is particularly helpful. Examples of discussion questions, outlines of material, study sheets, or exercises which have been designed to help students digest and/or review the material of the course may also be included.

c) **Evaluation of students.** This includes examples of assignments and examinations from different levels and sorts of courses, with brief descriptions, if necessary, of the goal of the assignment or exam in relation to the content of the course.

Additional materials may be included, such as an example of a corrected paper and/or exam (with all identifying marks removed and with the student's permission), or a video tape of a studio or performance class in which the teacher is giving students an evaluation of their work (with students' permission).
(Approved by the faculty May 10, 1995)

Appendix B: Model Format for CVs

The CV should begin with name and current date, followed by both college and home addresses, phone, FAX numbers, and e-mail address. All CVs should be dated so readers know the information is current. It is recommended that the following model CV be used. All information should be listed chronologically, with the most recent item listed first.

Date

Name

Office Information	*Home Information*

Education: Degrees, followed by school, field, and date. Honors and fellowships awarded during this period should be noted. Languages may also be listed at the end of this section.]

Employment

Academic Appointments [Professorial rank and field, institution, dates.]

Visiting Academic Appointments [Visiting, adjunct, or other special teaching appointments.]

Administrative Appointments [Appointments in administration, both at Vassar and elsewhere, such as a dean or director of an office.]

Other Employment [If relevant. Include consultancies.]

Grants, Fellowships, Honors, Awards [Grants received, postdoctoral and other fellowships, appointments to study centers or other research positions, etc. (grants and other applications that are pending should be listed under work-in-progress). Indicate whether honorary or funded. Special awards, honors, or recognition's should also be listed (book awards or nominations, election to academies, prizes, etc.]

Other Professional Activity [Editorial positions; election as officer or appointment to national and regional committees of professional organizations; membership on review panels, appointment to government and other agencies, special commissions, etc.]

*Publications** [Work listed here should be published or forthcoming, i.e., completed and in press or accepted for publication (work-in-progress is listed in another section). Listings are chronological, with most recent work first. All publications should be listed by title, with standard full citation according to discipline, including co-authors, date, and page reference. Length in pages of forthcoming work should be given.]

Books

Articles/Book Chapters

Other Publications [Research reports, selected book notices, other publications.]

Conference Papers, Lectures, Panels [Lectures, conference papers and participation, panels, other professional appearances. In addition to title, the sponsoring organization, place, and date should be cited. A selected list or only most recent activity may be given.]
•Work-in-progress* [List only major book projects in final stages and articles submitted for review, under revision, or within imminent completion. Include grant applications under consideration.**]

College Activity

Teaching [Participation in multidisciplinary and interdepartmental curricular programs, the College Course, etc., including courses taught. Can also list usual departmental teaching responsibilities and areas and additional special courses.]
Departmental Service [Service as department/program chair and as chair of major department committees.]
College Service [Service on elected and appointed college committees.]

*These sections should be renamed and appropriately adapted for the performing and fine arts, and for coaching and athletics.

**Other projects in preparation can be mentioned and detailed commentary provided in the Personal Statement or in the yearly "Activities Report."

Appendix C: The Personal Statement

Faculty under review for extension, reappointment, tenure, or promotion to full professor shall include in their dossiers a personal statement for evaluators within the college that describes the candidate's career and professional development as reflected in teaching, scholarly or artistic activity, and service to the college, department, and beyond the campus community**.**

For teaching, faculty should reflect upon their basic approach to the classroom and their development as teachers; they should also address their teaching record as provided by course evaluations (ECS, previously CEQ). Any irregularities in course evaluations, such as absences, may be addressed in the narrative teaching statement submitted as part of the faculty member's review materials.

For scholarship or creative activity, faculty should describe their professional work and approach to the subject matter, as well as their current projects and plans for development.

For service, faculty should explain how they have addressed the expectation that all faculty will contribute to the life of their departments and programs and to the general matters of administration and self-governance. In addition, faculty can enumerate both quantity and quality of their contributions across both visible (e.g., committee work) and less visible (e.g., student mentorship) service.

Candidates should address the balance they have achieved among these three areas: teaching, scholarship or artistic activities, and service. Departments, FASC, the dean of the faculty, and the president find thoughtful, carefully written, analytical succinct Personal Statements to be of value in the process of review.
(Approved by the faculty May 10, 1995; Amended by the faculty May 10, 2005 and May 6, 2026)

Appendix D: The Teaching Observation Report

A teaching observation report produced for a review is written by a faculty member (the 'observer') describing the events of a single class taught by the faculty member under review (the 'observee'). The report should provide all participants in the review with an eyewitness account to complement that provided by the end of course surveys, the candidate's personal statement, and teaching portfolio.

Procedures for a Teaching Observation Report.

Once an observer and observee have been paired, they agree on a specific class to be observed and then follow these steps.

a.) Observer preparation: Observers will complete the online training provided by the Dean of Faculty's office prior to the pre-observation meeting. It is recommended that observees also complete this training.

b.) The pre-observation meeting. In the days before the class is to be observed, the observee and observer will have a discussion, giving the opportunity for the observee to provide information and context and the observer to ask questions. The Dean of the Faculty's office maintains a list of topics to help structure this discussion.

c.) The observation. The observer arrives at the agreed-upon time and takes notes on what occurs and when, following the guidelines laid out in observer training.

d.) Composing the report. Within ten days of the observation, the observer writes a draft of their report. The report should be an account of the events of the class. The report should be observational and is not intended to provide an overall evaluation of the candidate's teaching. When the draft is complete, the observer shares it with the observee. In general, reports of approximately 500-1000 words provide sufficient detail to describe the class and be useful in reviews.

e.) The post-observation meeting. An optional post-observation meeting to discuss the report may be held at the request of either party to ensure factual accuracy and provide the observee an opportunity to offer additional context or clarification.

f.) The final report. After the observee has read and commented on the report, the observer finalizes it. The final report is submitted to the observee, the head of the observee's department/program (or head of the review committee), and the Dean of Faculty.

g.) Candidate response. The observee will discuss the teaching observation report in their personal narrative statement. In addition, the candidate may file a response letter with the Dean of Faculty office to accompany the observation report.

h.) Removal of reports. Reports that are inappropriately evaluative may be stricken from a candidate's file by the Dean of Faculty at the request of the candidate.
(Approved by the faculty April 2, 2025)

Appendix E: The Statement for Outside Evaluators

Candidates whose review requires outside evaluators must submit a Statement for Outside Evaluators for inclusion with the scholarly or artistic materials being sent for outside review. This statement should place their scholarship or artistic activity in a fuller context for scholars or practitioners in their field and may be comprised of the section of the Personal Statement discussing such activity (see Appendix C), or may be a new statement written for this purpose. In preparing the Statement for Outside Evaluators, candidates should keep in mind that the outside evaluators, usually experts in the candidate's area of specialization, are charged with the specific task of reviewing scholarly or artistic activity, and do not receive the Personal Statement that details teaching and service to the college. Candidates may incorporate commentary on these areas of endeavor only if they directly bear upon their scholarly or artistic activity.

A copy of the Statement for Outside Evaluators shall be given to the department, program, or ad hoc committee chair, as well as to FASC, the dean of the faculty, and the president.
(Approved by the Faculty May 10, 2005)

V. REVIEW SCHEDULE

A. Normal Schedule for Assistant Professors

The normal contractual sequence and review schedule for assistant professors is as follows:

Contract	Duration	Review
Initial contract	3 years	2nd year
Extension of initial contract	2 years	4th year
Reappointment contract	3 years	7th year
Associate professor with tenure indeterminate		

In each case, the review takes place in the penultimate year of a contract. If a review decision is negative, termination of service occurs at the end of the following year. If the review for promotion to associate professor is positive, promotion takes place at the end of the year of review.

B. Changes in Schedule for Assistant Professors

The normal schedule of review is designed to provide sufficient time for the accumulation of the substantial evidence of achievement in teaching, scholarship, and college service required at each review. The standards for review at each stage are independent of the number of years of service. Possible changes in the normal contractual sequence are listed below. Regardless of any change, review shall take place in the penultimate year of a contract. If the review is negative, termination of service occurs at the end of the following year.

1. Tenure-track assistant professors with primary or coequal responsibility for the care of a newborn or a newly placed child under age six are entitled to an extension of their tenure clock for one year per birth or placement (capped at a total of two years; the review for extension of contract may be delayed for only one year.). An individual choosing to activate this entitlement shall notify the dean of the faculty before the commencement of any review. Other situations involving substantial responsibility for care may warrant an extension of the tenure clock; the faculty member may apply to the dean of the faculty. Extension of the tenure clock extends, by the same amount, the time period from which scholarly materials may be submitted for review for reappointment and tenure. (Amended by the faculty December 2006, September 2013)

2. As specified in the Governance, the president may extend contracts in exceptional circumstances involving health, exigent personal responsibilities, or special college duties. The total length of such extensions is not to exceed two years. Such extensions extend, by the same amount, the time period from which scholarly materials may be submitted for review for reappointment and tenure. (Amended by the faculty September 2013)

3. At the time of the initial appointment the normal sequence may be modified in consideration of a candidate's prior service and accomplishments. The possible modifications are

    a. a shortened sequence, or

b. an option to shorten the sequence by waiving the extension of the initial contract. The decision on exercising the option is to be reached through the agreement of the candidate, the dean of the faculty, and the chair of the department prior to the deadline for submission of materials for the extension review. The review for reappointment takes place in the penultimate year of the initial contract, with or without the extension.

Agreements for such modifications must be secured at the time of the initial appointment with written approval of the dean of the faculty and the chair of the department. The agreement must articulate the justification for the modification. A copy of the agreement shall be deposited in the file of the incoming faculty member. In addition, the opinion of the chair of FASC shall be solicited as a safeguard to insure equitable treatment for other members of the faculty at similar stages of their careers.

4. Any other shortening of the review sequence requires a revision of the current contract so as to preserve the principle that any review shall take place in the penultimate year of a contract. A written request for a contract revision must be submitted by the faculty member to the department chair and the dean of the faculty by September 1 of the year in which a review would take place under the terms of the proposed revised contract.

C. Schedule for Associate Professors

After the first post-tenure review, associate professors shall undergo post-tenure review three years after their previous review.

Associate professors shall ordinarily be considered for advancement in rank in their sixth year after promotion with indeterminate tenure. Thereafter, consideration for advancement shall be at the request of the candidate.

Applications for review for advancement earlier than the sixth year at the rank of associate professor must be made in writing by the candidate to the department chair and to the dean of the faculty by April 1 of the year prior to the review. If successful, such an early review results in promotion at the end of that same academic year. If unsuccessful, opportunity for the next review will take place three years later, or at the end of six years of service as associate professor, whichever comes first.

The standards for review are independent of the number of years of service.

(Amended by the Faculty January 31, 2024)

D. Schedule for Full Professors

Full professors shall undergo a post-tenure review six years after their previous review. A faculty member may request to be reviewed in the third year, in which case they shall notify the dean of the faculty by April 1 of that year. The standards for review are independent of the total number of years of service of the faculty member, but the review will take into account the number of years since their prior review.

(Amended by the Faculty January 31, 2024)

VI. WHAT HAPPENS IN FACULTY REVIEWS: A BRIEF ACCOUNT

There are two major stages in the process of review. In the first, discussion among members of the department results in a written departmental recommendation. In the second, the Faculty Appointment and Salary Committee (FASC) and the dean of the faculty act in an advisory capacity to the president. Discussion among members of FASC, the dean, and the president results in a written recommendation from the President to the Board of Trustees. FASC meets independently as well as with the dean and the president.

In the year prior to any review that requires teaching observation reports the department chair/program director, in consultation with the candidate, assigns a department/program member, ordinarily of rank higher than the candidate, to observe their classroom teaching. Senior Lecturers can serve as classroom teaching observers for Lecturers. In reviews other than extension of contract that require teaching observation reports, the Dean of the Faculty office assigns a faculty member from outside the department/program to be a classroom teaching observer. To the extent possible, no faculty member will be the observer for more than one of the candidate's reviews. Once an observer and candidate are paired, they follow the procedures for a teaching observation report outlined in Appendix D.

(Amended by the faculty on November 12, 2025)

The review of a faculty member for extension, reappointment or promotion begins in the individual's department. The review by the department is undertaken by members senior in rank to the person under review, and must address all aspects of the work of the faculty member, including teaching, scholarly work or artistic activity, and service to the college. Outside evaluations will be provided to the department before the final vote is taken in cases of tenure and promotion to full professor. Responsibility for writing the final recommendation rests with the chair. It must be a full statement of the department's recommendation, reporting the vote and summarizing the points of view presented, including differences of opinion, if any. A separate letter may be submitted by a voting member or members who feel that the departmental recommendation is not a fair, accurate, and full report of the discussion about the candidate. At the time the recommendation is submitted to the dean of the faculty, the candidate will be provided with a copy of the full recommendation modified so as to indicate the numerical vote but not the votes of the individual voting members. If a separate minority report is submitted, this minority report will also be provided to the candidate with the names of those signing it deleted. The chair shall also meet with the candidate to discuss this report and the remainder of the review procedure.

Departmental recommendations are subsequently reviewed, together with the information in the individual's dossier, by the Faculty Appointment and Salary Committee (FASC), the dean of the faculty, and the President, working separately at first, then jointly. The candidate's dossier will normally include the following materials:

1. An up-to-date vita.

2. A teaching portfolio. Portfolios will not be sent to outside reviewers.

3. A personal statement describing the candidate's reflections on teaching, research or artistic activity, service to the college, and career development. This statement is for internal consideration only and is not sent to the outside reviewers.

4. In reviews for promotion to indeterminate tenure or promotion to full professor, the section of the Personal Statement discussing scholarly or artistic activity, or a new statement written for this purpose, must be used to form the Statement for Outside Evaluators.

5. Copies of pertinent scholarly material or evidence of artistic activities (not required for extension).

6. A personnel record beginning with the candidate's first appointment to Vassar, and including all promotions and leaves.

7. Annual activities reports.

8. All earlier departmental contract reviews, performance evaluations, and salary recommendations.

9. Student course evaluations and teaching observation reports.

10. In cases of promotion to indeterminate tenure or promotion to full professor, four outside evaluations. The evaluators are selected from suggestions provided in separate lists by the candidate and the department. It is understood that in disciplines which are small and closely knit outside evaluators may have some previous knowledge of the candidate's work. The outside evaluators will receive only items (1), (4), and (5) listed above.

    Individuals who served as outside evaluators for the tenure review may not serve as outside evaluators for promotion to full professor reviews. Outside evaluators must have an appointment at the rank of associate or full professor (or the equivalent) to serve in a tenure review or the rank of full professor (or the equivalent) to serve in a promotion to full professor review. The candidate and department should include a clear statement of the rationale for proposing each outside evaluator. Outside evaluations, with all identifying information deleted, will be made available to the eligible members of the department before the final vote is taken. These evaluations will also be made available to the candidate at the same time.

It is the responsibility of the candidate to provide copies of items 1, 2, 3, 4, and 5 prior to review. Extraneous material of all sorts, including unsolicited letters, whether positive or negative, may not be included in the candidate's dossier.

The chair shall send with the departmental recommendation an invitation to the candidate to discuss the recommendation. Whether the recommendation is positive or negative, the candidate may (but need not) request a meeting with FASC to discuss issues raised in the recommendation. The candidate may also (but need not) submit to FASC, the dean, and the president a written response to the recommendation. The request for a meeting and the intention to submit a written response must be communicated to FASC within one week, and the written response submitted within two weeks, of receiving the departmental recommendation. If later in the review process the department meets with the president, the dean of the faculty, and FASC to provide additional information or to defend its recommendation, the candidate's written response shall be shared with the department.

After studying all the available material, FASC, meeting alone, attempts to view each case from as wide a range of perspectives as possible. Close attention is given to the adequacy and fairness of the departmental, student, and outside evaluations. FASC, after notifying the dean and the president, may ask the department to amplify in writing any points that are inadequately addressed in its recommendation. Within FASC, individual viewpoints are formulated and compared, and differences of opinion are discussed. Then FASC forwards to the dean in written form a tentative recommendation for the purpose of informing discussion among the members of FASC, the dean, and the president.

FASC then considers each case with the dean of the faculty, who has independently examined the same materials. After this meeting, FASC forwards to the president its tentative recommendation stating reasons if its recommendation differs from that of the dean. FASC and the dean then meet with the president, who has also reviewed the materials independently. FASC and the dean report their views and discuss the basis of their evaluations. Special attention is given to those cases in which the recommendations of FASC and the dean differ, or in which FASC and the dean differ with the department.

If at this point, FASC, the dean of the faculty, and the president believe that additional information might be necessary or helpful in reaching a decision, a consultation with the departmental chair and other eligible members may be arranged. If preliminary discussions have indicated the likelihood of a decision contrary to

the department's recommendation, a consultation with the departmental chair and other eligible members must be arranged. Meetings are called by the president, together with the dean and FASC, and the dean informs the department of the nature of the meeting and the issues the department should be prepared to address. After such meetings, FASC shall within one week summarize in writing the issues raised and the departmental response. Copies are distributed to the candidate as well as the dean, president, members of FASC, and eligible members of the department. The candidate has the opportunity within one week to respond in writing to all participants in the meeting.

After considering any departmental and candidate responses, FASC and the dean of the faculty meet with the president to convey their final recommendations, and FASC records its recommendation in the form of a vote. The president subsequently submits a final written recommendation to the trustee Committee on Academic Affairs. In cases where the final recommendations of FASC and the president differ, FASC may request a conference with the trustee Committee on Academic Affairs. Strict confidentiality is maintained throughout the process by all who are involved in the review.

The dates for the various steps in reviews for extension, reappointment, promotion, and tenure decision are listed each year in Section C.IX of the *Faculty Handbook*. Except for the required dates of notification listed in the *Governance*, the dates mentioned are administrative guidelines and are not legally binding. Every effort is nevertheless made to conform to them.

In cases where a negative recommendation has been received, the candidate may discuss the reasons for the decision with the president or the dean of the faculty.

In cases where the faculty member believes there are grounds for appealing a negative decision, the grounds for appeal described in the *Governance* should be reviewed first, and if necessary, clarification with regard to the individual case should be sought from the dean of the faculty or from the Appeal Committee.

(Amended by the faculty May 18; September 14, 1994; May 17, 1995; and April 2, 2025)

VII. PROCEDURES FOR PERFORMANCE EVALUATIONS AND MERIT RECOMMENDATIONS OF ASSISTANT PROFESSORS

A. Performance Evaluations

In years when assistant professors receive no contract reviews, departments shall provide assistant professors with an evaluation of their performance. These performance evaluations shall occur in the spring and shall cover the period since the last performance or contract review. The primary purpose of performance evaluations is to provide frank and constructive assessment and feedback. These reviews will become part of the individual's review dossier.
(Approved by the faculty March 5, 1997; amended by the faculty April 20, 2005)

Schedule for performance evaluation and contract reviews of assistant professors:

- Spring of 1st year: department letter with performance evaluation; salary increase standard for all first-year assistant professors
- Spring of 2nd year: department recommendation on extension and merit in same letter;
  merit recommendation used by Salary Committee to set merit rating for years 3 and 4.
- Spring of 3rd year: departmental letter with performance evaluation.

- Spring of 4th year: department recommendation on reappointment and merit in same letter; merit recommendation used by Salary Committee to set merit rating for years 5, 6 and 7.
- Spring of 5th year: department letter with performance evaluation.
- Spring of 6th year: department letter with performance evaluation.
- Spring of 7th year: department recommendation on tenure and merit in same letter; merit recommendation used by Salary Committee to set merit rating for first four years of post-tenure review cycle.

(Amended by the Faculty January 31, 2024)

Procedure for Performance Evaluation:

1. An evaluation shall be made by the department in which the faculty member holds appointment. In the case of joint appointments, the program shall make a separate recommendation.

2. When faculty so request, they shall receive evaluations from other departments and from multidisciplinary programs in which they have participated during the period of service under review (but not from the Independent, Interdepartmental, or the College Course Programs). The request shall be made in writing to the department chair or program director, with a copy to the dean of the faculty.

3. All members of the department or program who participated in making the evaluation shall be afforded the opportunity to sign the letter.

4. The evaluation is written by the chair, after consultation with members of the department or program at the rank of associate or full professor.

5. Copies of the evaluation shall be given to faculty members and placed in their department and the dean of the faculty office files.

B. Merit Recommendations

1. In connection with extensions, reappointments, tenure, and promotion to full professor reviews, merit recommendations included in the department letter shall use the categories of distinction, high merit, merit and base salary.
2. At the conclusion of the salary review process, a record of the Faculty Appointment and Salary Committee's ratings for untenured assistant professors in the department and for tenured associate professors in the department, without names attached, will be provided to the department chair or the chair of the review committee, for the information of those who have conducted the review.

VIII. POST-TENURE REVIEW

The faculty member under review shall submit copies of their c.v. and Personal Statement. This material, along with the annual activities reports, the student evaluations and, for associate professors, the departmental recommendation, provide the Faculty Salary Committee with evidence of the candidate's continuing engagement in teaching, scholarship or artistic activity, and service in the Vassar community. In making merit determinations, the committee shall consider all three areas of performance, which, taken together, give evidence of different levels of performance by tenured members of the faculty. It is understood, however, that patterns of focus may vary responsibly at different points in a faculty member’s career. Under these circumstances, the Faculty Salary Committee will consider in its evaluation the weighting of the three areas

and of contributions within each area as presented in the candidate's self-analysis in the Personal Statement. The categories of merit are distinction, high merit, merit, and base salary.

A. Procedures for Associate Professors

1. A merit review shall be made by the department in which the faculty member holds appointment. In the case of joint appointments, the program shall do a separate merit.

2. When faculty so request, they shall receive a merit review also from other departments and from multidisciplinary programs in which they have participated during the period of service under review (but not from the Independent, Interdepartmental, or the College Course Programs). The request shall be made in writing to the department chair or program director, with a copy to the dean of the faculty.

3 The consideration of scholarship, artistic activity, or other relevant accomplishments shall ordinarily be limited to works and activities whose dates of publication, or performance lie within the review period.

4. All department and program reviews shall result in a letter that shall not call for a specific amount of increase but shall recommend a category of distinction, high merit, merit and base salary.

5. The recommendation summarizing points of view presented shall be written by the chair, after consultation with members of the department or program at the rank of full professor. All participants in the review shall be afforded the opportunity to sign the letter.

6. If the chair is an associate professor, faculty of the same rank undergoing post tenure review shall be evaluated by the full professors, one of them — ordinarily the most senior — acting as chair. If there are no full professors, associate professors may request either evaluation by the chair or no departmental evaluation.

7. Faculty participating in the review shall maintain confidentiality concerning all aspects of the review.

8. Copies of recommendation letters shall be given to faculty members and placed in their files in the respective department or program as well as the Office of the Dean of the Faculty.

9. Above the departmental level, reviews shall be conducted, in the first round, by the dean of the faculty and the full professors on FASC (FSC). In a second round, the president shall join the dean and FSC.

10. In reviews of faculty from their home departments, members of FSC shall abstain from the reviews conducted by FSC and shall instead participate in the reviews conducted by their departments.

11. The merit category and salary figure shall be communicated to faculty in writing. At the conclusion of the salary review process, a record of the Faculty Appointment and Salary Committee's ratings for untenured assistant professors and tenured associate professors in the department, without names attached, will be provided to the department chair or the chair of the review committee, for the information of those who have conducted the review.

12. In addition to a salary letter, the dean of the faculty shall communicate in writing the results of the review: an assessment of the faculty member's performance in the realms of teaching, scholarship, professional and artistic activity, and service. The letter may also include offers of institutional support for the development of skills in teaching, scholarship, and creative endeavor. Support may be offered in such formats as grants, adjustments in teaching responsibilities, and assistance in applying for funding within or outside the college. The letter may also suggest a personal meeting between the dean and the faculty member. Faculty, in turn, may request a personal meeting with the dean. The letter shall not be sent to the department but it shall become a part of the faculty member's dossier for future reviews by FASC, the dean of the faculty and the president.
(Approved by the faculty, May 17, 2006)

B. Procedure for Full Professors

1. Full professors undergoing post-tenure review may, but need not, request, an evaluation by other full professors in the department. If the department chair is not a full professor, ordinarily the most senior eligible full professor shall act as chair.

2. When faculty so request, they shall receive a review also from full professors in other departments and /or multidisciplinary programs in which they have participated during the period of service under review (but not from the Independent, Interdepartmental, or the College Course Programs). The request shall be made in writing to the department chair or program director, with a copy to the dean of the faculty.

3. The consideration of scholarship, artistic activity, or other relevant accomplishments shall ordinarily be limited to works and activities whose dates of publication, presentation, or performance lie within the review period.

4. Copies of recommendation letters shall be given to faculty members and placed in their files in the respective department or program as well as the Office of the Dean of the Faculty.

5. In the first round the review shall be conducted by the full professors on FASC and the dean of the faculty. In the second round, the president shall join the dean and members of FASC. The full professors on FASC shall be reviewed by the president and the dean only, not by the other full professors on FASC.

6. The dean of the faculty shall communicate the category of merit and an assessment of the faculty member's performance in the realms of teaching, scholarship, professional and artistic activity, and service. The letter may also include offers of institutional support for the development of skills in teaching, scholarship, and creative endeavor. Support may be offered in such formats as grants, adjustments in teaching responsibilities, and assistance in applying for funding within or outside the college. The letter may also suggest a personal meeting between the dean and the faculty member. Faculty, in turn, may request a personal meeting with the dean.

7. The letter shall not be sent to the department, but it shall become part of the faculty member’s dossier in the dean of the faculty office for future reviews.
(Approved by the Faculty April 20, 2005, and September 5, 2018)

IX. LECTURER AND SENIOR LECTURER MERIT REVIEWS

Vassar College seeks to recruit Lecturers of the highest quality. It looks for certain measures of competence, including achievement and potential in teaching and service to the college. It seeks excellence in its Lecturers and Senior Lecturers in both teaching and service, as well as other particulars of the individual's job.

Effective teaching includes clearly communicating subject matter and course expectations; thoughtful organization of course design and materials; using pedagogical tools that create opportunities for student engagement and learning; supporting the growth and development of all students; and continued reflection on and growth in teaching practices. Effective teaching is necessarily inclusive and designed to reach a diversity of learners. Reviews will consider the record of a faculty member in the context of their personal narrative statement, taking into account their teaching portfolio, student end-of-course surveys, and participation in the advising and guidance of students.
(Amended by the faculty, December 11, 2024)

The merit review shall take place every three years at the time of contract renewal and be an evaluation of teaching, service, and any other particulars of the individual's job.. The Lecturer under review shall submit (a) an up-to-date vita, (b) a teaching portfolio, and (c) a personal statement for evaluators within the college that describes the candidate's career and professional development as reflected in teaching, service to the college, and other particulars of the individual's job. Senior Lecturers will submit just the up-to-date vita and personal statement. These materials are due to the dean of the faculty and the home department by February 1. The Lecturer (but not Senior Lecturer) also coordinates a classroom teaching observation with their chair/director or other faculty member within their department/program selected for this purpose. (*See* Appendices A, B, C, and D above in Section IV for additional information.)

These materials, along with the teaching observation report (required for Lecturers but not Senior Lecturers), student evaluations, annual activities report, and the department recommendation, provide FASC with evidence of the individual's continuing engagement in teaching, community service, and other particulars of the individual's job as described in both the candidate's Personal Statement and the department recommendation. In making merit determinations, FASC shall consider performance across the different areas of the individual's job, while also recognizing that patterns of focus may vary at different points in the career of a Lecturer or Senior Lecturer. The categories of merit are distinction, high merit, merit and base salary.

1. A merit review shall be made by tenured faculty members in the department in which the Lecturer or Senior Lecturer holds an appointment.

2. When Lecturers or Senior Lecturers so request, they shall receive a merit recommendation also from other departments and from multidisciplinary programs in which they have participated during the period of service under review (but not from the Independent, Interdepartmental, or College Course Programs).

3. The consideration of scholarship, artistic activity, or other relevant accomplishments shall ordinarily be limited to works whose dates of publication or presentation lie within the review period and shall only be required if the individual's job description explicitly describes expectations for scholarly or artistic activity.

4. All department and program reviews shall result in a letter that shall not call for a specific amount of increase but shall recommend a category of distinction, high merit, merit, or base salary.

5. The recommendation summarizing points of view presented shall be written by the chair, after consultation with tenured members of the department or program. All participants in the review shall be afforded the opportunity to sign the letter.

6. Faculty participating in the review shall maintain confidentiality concerning all aspects of the review.

7. Copies of any recommendation letters shall be given to the Lecturer or Senior Lecturer under review and placed in their files in the respective department or program as well as in the office of the dean of the faculty.

8. Above the departmental level, reviews shall be conducted, in the first round, by the dean of the faculty and FASC. In a second round, the president shall join the dean and FASC.

9. Members of FSC participate in the reviews conducted by their departments, not by FSC.

10. The merit recommendation and salary figure shall be communicated to the Lecturer or Senior Lecturer in writing. A record of the final merit recommendation, but not the salary figure, will be sent to the departmental chair.

11. In addition to a salary letter, the dean of the faculty shall communicate in writing the results of the review including an assessment of the Lecturer's or Senior Lecturer's teaching, service, and other responsibilities. The letter may also suggest a personal meeting with the dean. The Lecturer or Senior Lecturer, in turn, may request a meeting with the dean. The letter shall not be sent to the department but it shall become a part of the faculty member's dossier for future reviews by FASC, the dean of the faculty, and the president.
(Approved by the faculty November 16, 2005) (Amended by the faculty on November 12, 2025 and amended on January 28, 2026)

X. VISITING PROFESSOR AND ADJUNCT MERIT REVIEWS

Visiting and adjunct faculty who have been at Vassar for three consecutive years and have taught more than one course in at least one of those years shall undergo a merit review in their third consecutive year of employment if, at the time department chairs or program directors establish department or program staffing plans for the following year, they determine, in consultation with the tenured members of the department or program, that there is the possibility of further employment for the visitor or adjunct.

Adjuncts or visiting faculty members who are not required to be reviewed may request a review from departments or programs in which they have taught, provided that they have taught at least six courses over the course of three or more years of service at the college.

The merit review shall be an evaluation of performance. The Visiting Professor or Adjunct under review shall submit copies of their c.v. and Personal Statement to the dean of the faculty and the home department or program by February 1. These materials, along with student evaluations, annual activities reports, and the department or program recommendation, provide FASC with evidence of the individual's continuing engagement in teaching and other particulars of the individual's job as described in both the candidate's Personal Statement and the department recommendation. In making merit determinations, FASC shall consider performance across the different areas of the individual's job, while also recognizing that patterns of focus may vary at different points in the career of a Visiting Professor or Adjunct. The categories of merit are distinction, high merit, merit and base salary.

Procedures for Visiting Professor and Adjunct Merit Review

1. Merit reviews for faculty on non-tenure track take place after approval by the dean of the faculty for continuation of the line as part of the regular review of annual staffing plans. Merit reviews are completed by no later than April 1, giving departments and programs sufficient time to determine whether or not the faculty member being reviewed will be

offered a further contract or a new hire should be sought. Merit reviews for all non-tenure track faculty members except visiting or adjunct full professors are conducted by all tenured members of the department or program. Merit reviews for visiting or adjunct full professors are conducted by the full professors in the department or program.
(Amended by Faculty September 14, 2011)

2. A visiting or adjunct faculty member holding the rank of professor may, but need not, request an evaluation by the full professors in the department or program. If the department chair or program director is not a full professor, ordinarily the most senior eligible full professor shall serve as chair.

3. When a Visiting Professor or Adjunct so requests, they shall receive a merit recommendation also from other departments and from multidisciplinary programs in which they have participated during the period of service under review (but not from the Independent, Interdepartmental, or College Course Programs).

4. The consideration of scholarship, artistic activity, or other relevant accomplishments shall ordinarily be limited to works whose dates of publication or presentation lie within the review period.

5. All department and program reviews shall result in a letter that shall not call for a specific amount of increase but shall recommend a category of distinction, high merit, merit, or base salary.

6. The recommendation summarizing points of view presented shall be written by the chair, after consultation with tenured members of the department or program. All participants in the review shall be afforded the opportunity to sign the letter.

7. Faculty participating in the review shall maintain confidentiality concerning all aspects of the review.

8. Copies of any recommendation letters shall be given to the Visiting Professor or Adjunct under review and placed in their files in the respective department or program as well as in the Office of the dean of the faculty.

9. Above the departmental or program level, reviews shall be conducted, in the first round, by the dean of the faculty and FASC. In a second round, the president shall join the dean and FASC. All members of FASC will participate, except for reviews of visiting or adjunct full professors, who will only be reviewed by the full professor members of FASC.

10. Members of FASC participate in the reviews conducted by their departments or programs, not by FASC.

11. The merit recommendation and salary figure shall be communicated to the Visiting Professor or Adjunct in writing. A record of the final merit recommendation, but not the salary figure, will be sent to the departmental chair or program director.
(Approved by the faculty May 14, 2008 and amended on January 28, 2026)

XI. CALENDARS FOR SPECIFIC REVIEWS

1. Extension of Contract

Due Date	Pertains to	Details of Process
Sept. 9	Dean	The dean of the faculty notifies chairs of all faculty members scheduled for review in this academic year.
	Chairs and Directors	Chairs, within the next two weeks, discuss the review with faculty on the review schedule.
	Faculty and Chairs or Directors	Faculty, whose review requires the formation of an ad hoc committee, submit suggestions for the committee to the dean of the faculty. The department chair or program director should also submit a list.
	Faculty	Faculty up for extension of contract must notify the dean of the faculty office, department, and program of request for Multi-Disciplinary Program in review.
Jan. 22	Dean	By this day, the dean of the faculty shall make available the Fall semester ECS reports to each faculty member under consideration for extension, reappointment or tenure, as well as to the member's corresponding department chair program director.
Feb. 1	Faculty	Faculty being reviewed for **extension of contract** submit electronically: c.v. personal statement teaching portfolio Materials should be sent to **facultyreviews@vassar.edu with a cc to the Department Chair.** If the teaching portfolio cannot be submitted electronically a hard copy may be submitted. Two hard copies should be made and one should be delivered to the Office of the Dean of the Faculty and the other to the Department Chair.
March 31	Chairs	Chairs of departments submit to the Dean of the Faculty **a signed copy** of fully documented recommendations of members of their departments who are being reviewed for extension of contract. NOTE: All departmental recommendations must be signed by all eligible members of the department. (*See Faculty Handbook* "Procedures for Review of Faculty Members" Section C:IV) At the time the recommendation is submitted to the dean of the faculty, the candidate will be provided with a copy of the full recommendation modified so as to indicate the numerical vote but not the votes of the individual voting members. If a separate minority report is submitted, this minority report will also be provided to the candidate with the names of those signing it deleted. The chair shall also meet with the candidate to discuss this report and the remainder of the review process. In the case of extension of instructor and first-term assistant professor contracts, if the department recommends extension and the dean of the faculty concurs, the recommendation does not come before the Faculty Appointment and Salary Committee. If the department or the dean does not recommend extension, the recommendation will be reviewed by FASC.
May 31	Dean	The dean of the faculty notifies faculty under review for extension of contract of the final recommendation to the Board of Trustees.

2. Reappointment

Due Date	Pertains to	Details of Process
Sept. 1	Faculty	Faculty applying for early review for reappointment should make application in writing to the chair of their department and to the dean of the faculty. It is understood that in applying for early review the faculty member will have consulted with the chair.
Sept. 9	Dean	The dean of the faculty notifies chairs of all faculty members scheduled for review in this academic year.
	Faculty and Chairs	Faculty whose review requires the formation of an ad hoc committee submit to the dean of the faculty suggestions for the committee. The department chair should also submit a list.
	Faculty	Faculty up for reappointment must notify the dean of the faculty office, department, and program of request for Multi-Disciplinary Program in review.
Jan. 15	Faculty	Faculty being reviewed for **reappointment** submit electronically: c.v. personal statement teaching portfolio scholarship or artistic work Materials should be sent to **facultyreviews@vassar.edu with a cc to the Department Chair.** If the teaching portfolio and/or publications cannot be submitted electronically hard copies may be submitted. Four copies of their teaching portfolio, publications, manuscript material, or other documentary evidence should be made. One set of materials is given to the Department Chair and the other three copies are given to the Office of the Dean of the Faculty.
Jan. 22	Dean	By this day, the dean of the faculty shall make available the Fall semester ECS reports to each faculty member under consideration for extension, reappointment or tenure, as well as to the member's corresponding department chair program director.
Mar. 31	Chairs	Chairs of departments submit to the Dean of the Faculty **a signed** copy of fully documented recommendations of members of their departments who are being reviewed reappointment at the rank of assistant professor. *Partial review letters should also be submitted by this day.* NOTE: All departmental recommendations must be signed by all eligible members of the department. (*See* Faculty Handbook: "Procedures for Review of Faculty Members.") At the time the recommendation is submitted to the Dean of the Faculty, the candidate is provided with a copy of the full recommendation modified to indicate the numerical vote but not the votes of the individual voting members. If a separate minority report is submitted, this minority report will also be provided to the candidate with the names of those signing it deleted. The chair shall also meet with the candidate to discuss this report and the remainder of the review process.
May 5	Dean	The dean of the faculty notifies chairs of any questions or objections addressed to department recommendations on those faculty being reviewed for reappointment in order to permit, if requested, consultation with the president prior to final recommendations. Chairs may bring other appropriate senior members of their departments to this consultation, which will normally include FASC and the dean.
May 31	President	The president notifies faculty under review for reappointment of the final recommendation to the Board of Trustees.

3. Tenure

Due Date	Pertains to	Details of Process
Sept. 1	Faculty and Chairs	Faculty applying for early review for tenure should make application in writing to the chair of their department and to the dean of the faculty. It is understood that in applying for early review the faculty member will have consulted with the chair.
Sept. 9	Dean	The dean of the faculty notifies chairs of all faculty members scheduled for review in this academic year.
	Faculty and Chairs	Faculty whose review requires the formation of an ad hoc committee submit to the dean of the faculty suggestions for the committee. The department chair should also submit a list.
	Faculty	Faculty up for **promotion with indeterminate tenure** must notify the dean of the faculty office, department, and program of request for Multidisciplinary Program in review.
Oct. 1	Chairs or Directors and Faculty	Chairs and faculty submit to the dean names of at least **six** outside evaluators of the scholarship or artistic activity for each faculty member of the department who is to be reviewed for tenure. Outside evaluators must have an appointment at the rank of associate or full professor (or the equivalent). The names shall be ranked in order of preference; such ranking will be among the factors considered by FASC and the dean of the faculty in the selection of evaluators. Indication must be given of the specific qualifications of the proposed evaluators to undertake the review. Brief published biographical entries from the *Directory of American Scholars* or other professional directories are especially helpful. Full titles and addresses must be included. The dean of the faculty and FASC in conference will make the selection of outside evaluators from the names proposed by the faculty members and the chairs.
Jan. 15	Faculty	Faculty being reviewed for **promotion with indeterminate tenure** submit electronically: c.v. personal statement teaching portfolio scholarship or artistic work statement for outside evaluators Materials should be sent to **facultyreviews@vassar.edu with a cc to the Department Chair.** Candidates will receive additional instructions on how to submit materials in advance of the review. *NOTE: Those being reviewed by an ad hoc committee should deliver a copy of their materials to the chair of the ad hoc committee
Jan. 22	Dean	By this day, the dean of the faculty shall make available the Fall semester ECS reports to each faculty member under consideration for extension, reappointment or tenure, as well as to the member's corresponding department chair program director.
Mar. 1	Dean	Outside evaluations due to dean of the faculty.

Mar 31	Chairs	Chairs of departments submit to the Dean of the Faculty **a signed** copy of fully documented recommendations of members of their departments who are being reviewed for indeterminate tenure at the rank of assistant professor. *Partial review letters should also be submitted by this day.* NOTE: All departmental recommendations must be signed by all eligible members of the department. (*See* Faculty Handbook: "Procedures for Review of Faculty Members.") At the time the recommendation is submitted to the Dean of the Faculty, the candidate is provided with a copy of the full recommendation modified to indicate the numerical vote but not the votes of the individual voting members. If a separate minority report is submitted, this minority report will also be provided to the candidate with the names of those signing it deleted. The chair shall also meet with the candidate to discuss this report and the remainder of the review process.
May 5	Dean	The dean notifies chairs of any questions or objections addressed to department recommendations on those faculty being reviewed for promotion with indeterminate tenure in order to permit, if requested, consultation with the president prior to final recommendations. Chairs may bring other appropriate senior members of their departments to this consultation, which will normally include FASC and the dean.
May 31	President	The president notifies faculty under review for promotion with indeterminate tenure of final recommendations to the Board of Trustees.

4. Promotion to Full Professor

a. Preceding Year

Due Date	Pertains to	Details of Process
March 2	Dean of the Faculty	The dean of the faculty notifies faculty members when first eligible for promotion from associate professor to full professor in the next academic year with a copy to their department chairs.
April 1	Faculty	Faculty members eligible for promotion from associate to full professor in the next academic year **must by this time** notify the dean of the faculty of their intention to be reviewed or not for promotion, with a copy to their department chair.
	Faculty and Chairs	Faculty whose review for promotion from associate to full professor requires the formation of an ad hoc committee submit to the dean of the faculty suggestions for the committee. The department chair, or senior full professor, should also submit a list.
	Faculty	Faculty being reviewed for promotion from associate to full professor who would like a multidisciplinary program review must submit a request in writing to the program director with a copy to the Dean of the Faculty and the chair of the home department.
May 1	Chairs or Directors and Faculty	Chairs and faculty submit to the dean names of **six** outside evaluators of the research of each member of the department who is to be reviewed for promotion to full professor. Outside evaluators must have an appointment at the rank of full professor (or the equivalent), and individuals who served as outside evaluators for a faculty member's tenure review may not serve again for their full professor review. The names shall be ranked in order of preference; such ranking will be among the factors considered by FASC and the dean of the faculty in the selection of

		evaluators. Indication must be given of the specific qualifications of the proposed evaluators to undertake the review. Brief published biographical entries from the *Directory of American Scholars* or other professional directories are especially helpful. Full titles and addresses must be included. The dean of the faculty and FASC in conference will make the selection of outside evaluators from the names proposed by the faculty members and the chairs.

b. Year of Review

Due Date	Pertains to	Details of Process
Sept. 1	Faculty	**PROMOTION TO FULL PROFESSOR**: Faculty being reviewed for promotion to full professor submit electronically: c.v. and statement for outside evaluators personal statement / research statement teaching portfolio publications, manuscript materials or other documentary evidence Materials should be sent to **facultyreviews@vassar.edu with a cc to the Department Chair.** Candidates will receive additional instructions on how to submit materials in advance of the review. *NOTE: Those being reviewed by an ad hoc committee should deliver a copy of their materials to the chair of the ad hoc committee.
Oct. 20	Dean	Outside evaluations due to the dean of the faculty.
Nov. 9	Chairs	Chairs of departments submit to the Dean of the Faculty **a signed copy** of the final and fully documented recommendations for associate professors being reviewed for promotion. *Partial review letters should also be submitted by this day.* NOTE: All departmental recommendations must be signed by all eligible members of the department. At the time the recommendation is submitted to the Dean of the Faculty, the candidate will be provided with a copy of the full recommendation modified so as to indicate the numerical vote but not the votes of the individual voting members. If a separate minority report is submitted, this minority report will also be provided to the candidate with the names of those signing it deleted. The chair shall also meet with the candidate to discuss this report and the remainder of the review process.
Dec. 11	Dean	The dean notifies chairs of any questions or objections addressed to departmental recommendations for promotions to full professor in order to allow for consultation with the president prior to final recommendation to the Board of Trustees.
Dec. 18	President	The president notifies faculty members under consideration for promotion to full professor of final recommendation to the Board of Trustees.
Mar. 1	President	The president informs those concerned of actions taken by the Board of Trustees on recommendations regarding promotion to full professor.

5. Post-tenure Review

a. Preceding Year

Due Date	Pertains to	Details of Process
March 15	Dean	The dean of the faculty notifies **Full Professor** that they are eligible to request post tenure review for the upcoming fall semester which is **three** years after prior review.
April 1	Faculty	Full Professors must send notification to the dean of faculty if they are electing post tenure review by April 1. If not choosing to undergo review after three years, the Full Professor is electing to have a post tenure review after **six** years.
May 1	Dean, Faculty, and Chair	The dean of the faculty notifies **Full Professors who have elected to undergo post-tenure review and Associate Professors who are scheduled for post tenure review in the fall of the next academic year. A copy is sent to the chair or senior full professor within the department/program when appropriate.**

b. Year of Review

Due Date	Pertains to	Details of Process
Aug. 15	Dean	The dean reminds candidates that they are scheduled for post-tenure review.
Sept. 1	Faculty	For faculty undergoing post-tenure review, submit electronically: c.v. personal statement activity reports (if not previously handed in). Materials should be sent to facultyreviews@vassar.edu. Associate Professors should copy the Department Chair.
Oct. 1	Chairs	Chairs submit to the Office of the Dean of the Faculty a signed copy of the department recommendations for those Associate Professors undergoing post-tenure review. A copy of this recommendation must be sent to the member under review.

6. Visiting Professor and Adjunct Merit Reviews

Due Date	Pertains to	Details of Process
~Dec 15	Dean	The dean of the faculty notifies visiting and adjunct faculty of a scheduled spring review with a copy to chair/director after staffing decisions are made at the conclusion of the faculty staffing planning process.
Jan. 22	Dean	Fall ECS reports available for all faculty.
Feb. 1	Faculty	Visiting and Adjunct faculty undergoing a merit review submit electronically to facultyreviews@vassar.edu:

		• CV • Personal Statement • Activity reports for past 3 years (if not previously handed in)
Mar. 1	Chairs/ Directors	Department or program letter due with merit recommendation. Copies of any recommendation letters shall be given to the Visiting or Adjunct faculty member under review and placed in their files in the respective department or program as well as in the Office of the Dean of the Faculty.
Apr. 1	Dean	The dean of the faculty notifies faculty under review of merit determination. Merit reviews are to be completed by April 1, giving departments and programs sufficient time to determine whether or not the faculty member being reviewed will be offered a further contract.

7. ATHLETICS LECTURE TRACK REVIEW CALENDAR

Spring Sports

Due Date	Pertains to	Details of Process
Sept. 4	Faculty	Coaches being reviewed submit: (a) c.v. (b) teaching portfolio/coaching accomplishments (c) personal statement (d) any pertinent accomplishments since the last review/appointment. An **electronic copy** is sent to both the Director of Athletics and Physical Education and to the Office of the Dean of Strategic Planning and Academic Resources.
Oct. 16	Director	The Director submits an electronic copy of the department recommendation for those undergoing review to the Office of the Dean of Strategic Planning and Academic Resources. A copy of this recommendation is also sent to the member under review.
Nov. 13	Dean	The Dean of Strategic Planning and Academic Resources notifies the Director of Athletics and Physical Education of any questions or objections raised concerning department recommendations.
Dec. 11	President	The president notifies faculty member of final decision.

Fall Sports

Due Date	Pertains to	Details of Process
Dec. 4	Faculty	Coaches being reviewed submit: (e) c.v. (f) teaching portfolio/coaching accomplishments (g) personal statement (h) any pertinent accomplishments since the last review/appointment.

		An **electronic copy** is sent to both the Director of Athletics and Physical Education and to the Office of the Dean of Strategic Planning and Academic Resources.
Jan. 22	Director	The Director submits an electronic copy of the department recommendation for those undergoing review to the Office of the Dean of Strategic Planning and Academic Resources. A copy of this recommendation is also sent to the member under review.
Feb. 14	Dean	The Dean of Strategic Planning and Academic Resources notifies the Director of Athletics and Physical Education of any questions or objections raised concerning department recommendations.
Apr. 3	President	The president notifies faculty member of final decision.

Winter Sports

Due Date	Pertains to	Details of Process
Seven (7) days after receipt of SAEs	Faculty	Coaches being reviewed submit: (i) c.v. (j) teaching portfolio/coaching accomplishments (k) personal statement (l) any pertinent accomplishments since the last review/appointment. An **electronic copy** is sent to both the Director of Athletics and Physical Education and to the Office of the Dean of Strategic Planning and Academic Resources.
Apr. 15	Director	The Director submits an electronic copy of the department recommendation for those undergoing review to the Office of the Dean of Strategic Planning and Academic Resources. A copy of this recommendation is also sent to the member under review.
May 11	Dean	The Dean of Strategic Planning and Academic Resources notifies the Director of Athletics and Physical Education of any questions or objections raised concerning department recommendations.
May 29	President	The president notifies faculty member of final decision.

XII. PROCEDURES OF THE FACULTY APPEAL COMMITTEE FOR APPEALS RELATED TO PROCEDURAL ERRORS

The Appeal Committee considers grievances brought to it by an individual faculty member who believes that a violation of the procedures and principles for the conduct of reviews contributed to a negative outcome in his/her/their review for extension, reappointment, tenure, or promotion.

In such cases, the role of the Appeal Committee is to evaluate whether violation(s) of established procedures contributed to the negative outcome of the review and, if so, to require correction of the review. In such cases "procedural violation" refers not only to procedure in a narrow sense, such as missed deadlines, but also to whether all legitimate evidence was adequately considered, to whether all improper or irrelevant evidence was excluded, and to whether there was adequate consideration about the import of

evidence in light of the relevant standards. The Appeal Committee does not substitute its own judgment for that of the reviewers concerning the merits of the decision. Disagreement with the reviewers over the import or meaning of evidence does not constitute a procedural violation, so long as that evidence received adequate consideration in light of the relevant standards.

In the first week of the fall semester, the Dean of the Faculty meets with the Appeal Committee to discuss procedures to be followed in the event that an appeal is filed. The dean also assures the committee of its autonomy and its right to question all parties involved in any case of appeal.

The procedures for the conduct of appeals based on procedural errors are as follows:

Filing an appeal and determining if an appeal is to be heard

1. A faculty member who is considering filing an appeal may initiate informal and confidential discussion with any member of the Appeal Committee or with the committee as a whole.

2. If the faculty member then wishes to submit a formal appeal, the faculty member gives the committee a written statement explaining in detail the nature of the grievance, specifying the procedural violation(s) alleged to have occurred and their alleged effect on the outcome of the review. Written appeals must be filed by September 15 of the academic year following the negative review decision, except in the case of appeals of reviews for promotion to full professor, which must be filed by February 1 of the semester following the negative review decision. Only in unusual circumstances, as determined by majority vote of the Appeal Committee, may an appeal filed after the deadline be considered.

3. Candidates may appeal a negative review decision even in the case of a review that resulted from a prior successful appeal.

4. On the basis of the written appeal and any preliminary discussion with the appellant, the Appeal Committee decides whether the case falls within its jurisdiction, using the following guideline: A case falls within the jurisdiction of the Appeal Committee if the appellant has alleged in a reasonable way that a violation of the procedures and principles spelled out in the *Governance* and Faculty Handbook contributed to the negative outcome of the review. If the Appeal Committee decides by a majority vote that a case does fall within its jurisdiction or if the committee's vote is tied, then the committee hears the appeal. If the committee decides by majority vote that a case does not fall within its jurisdiction, then the appeal is automatically denied. In either case, the committee notifies the appellant in writing.

Hearing an appeal

5. When the Appeal Committee decides to hear an appeal, the appellant's review dossier is made available to the committee. The dossier includes all materials originally submitted by the appellant for the review being appealed and also all other materials that were available to the Faculty Appointment and Salary Committee (FASC) in its consideration of the review. The Appeal Committee also receives any written communications from the department to FASC, the dean of the faculty, and the president subsequent to the department's recommendation; FASC's written summaries of any meetings between the department and FASC, the dean of the faculty, and the president; and the procedural log kept by FASC for each candidate which records its final vote and the dates on which it met to consider the case, by itself, with the dean, and with the president. The president's letter to the candidate (which includes the reasons for the final recommendation) and any written communications from the candidate to FASC, the dean, and the president can be made available to the Appeal Committee at the discretion of the appellant.

6. In hearing the appeal, the Appeal Committee affords the appellant an opportunity to present their appeal in person before the committee. When appearing before the committee, the appellant may bring one member of the Vassar Community as an adviser. Except in unusual circumstances, as determined by majority vote of the committee, no new material from the appellant pertaining to the decision under appeal can be considered after the appellant has appeared before the committee.

7. After the appellant has had the opportunity to present their appeal, the Appeal Committee may also interview other parties it judges to have information directly relevant to the appeal, including, but not limited to, the members of FASC who conducted the review and the members of the department or any program(s) who conducted the review.

8. In determining whether an established procedure or principle was violated, the Appeal Committee may consult with the Faculty Policy and Conference Committee (FPCC) for clarification about established procedures.

Granting or denying an appeal

9. All appeal decisions are rendered by the end of the semester in which they are heard, except in unusual circumstances, described in a written communication from the Appeal Committee to the president, the dean of the faculty and FASC.

10. The Appeal Committee grants an appeal if it determines, by majority or tied vote, that procedural violation(s) did occur; that the violation(s) contributed to the negative outcome of the review; and that correction of the violation(s) could lead to a different outcome. A majority vote by the committee against granting an appeal denies the appeal.

11. The Appeal Committee focuses its investigation on the procedural violations alleged by the appellant in the written complaint or when the appellant appeared before the committee, but the Appeal Committee may grant an appeal based on other violations uncovered during the course of its investigation.

12. If the appeal is granted, the Appeal Committee notifies the president in writing of its decision, with copies to the appellant, the dean of the faculty, the chair of FASC, the chair of the appellant's department and the director of any program that participated in the review. The letter specifies the violations of established policy that resulted in the granting of the appeal. The Appeal Committee may not suggest changes to the review process beyond requiring that it conform to established procedures.

13. If an appeal is denied, the Appeal Committee notifies the appellant in writing, with a copy to the president only. Denying an appeal ends the appeals process and excludes further consideration of the case by the committee.

Changes required by a granted appeal

14. By granting an appeal, the Appeal Committee requires reconsideration of the review decision. Reconsideration of the review decision necessitates conducting a new review, beginning from the point in the process where the earliest procedural violation found by the Appeal Committee occurred. Normally, the new review conforms to the regular schedule for reviews. The procedural violation(s) identified by the Appeal Committee are corrected to conform with established procedures. The president, after consultation with FPCC and the dean of the faculty if needed, issues any instructions necessary to ensure all parties are aware of established procedures, which must be adhered to in the new review.

15. Normally, if an appeal is granted, the appellant receives a contract for a supplemental year.

16. The candidate's dossier for the new review is the same as the dossier for the previous review, except that (1) all procedurally improper documents are removed from it and, where appropriate, replaced with new documents that are in compliance with established procedures, and (2) any documents required by established procedures that were absent from the dossier in the previous review are added to it.

17. The new review is conducted by those eligible to participate in the review at the time of the new review.

Other procedures

18. All deliberations and any decisions of the Appeal Committee are confidential, except as detailed in the procedures above.

19. To provide guidance and precedents for cases being heard, the chair of the Appeal Committee maintains a file of letters to the president specifying the outcome of appeals and the reasons for the committee's decision. Names of appellants, departments, and all other identifying features are removed. This file is available to the chair of the Appeal Committee, who may consult it to help guide the committee.

20. Other functions of the Appeal Committee and the procedures for other kinds of appeals are listed in the Elected Faculty Committees section of the Faculty Handbook.
(Amended by the faculty February 1995, May 2013, and November 2014)

XIII. ATHLETICS AND PHYSICAL EDUCATION

A. The Director of Athletics and Physical Education

1. Duties

The Director of Athletics and Physical Education, subsequently referred to as the Director, will oversee all aspects of the athletics and physical education program. The Director will be responsible for ensuring that the athletics and physical education programs are in keeping with the educational goals of the college.

2. Appointment

The director is appointed by the Dean of Strategic Planning and Academic Resources in consultation with the senior members of the department of athletics and physical education and the faculty athletics advisory committee. The director is a tenured member of the faculty; the director is appointed for a renewable six-year term.

B. The Associate Director of Athletics

1. Duties

The associate director of athletics will assist the director in the organization and maintenance of the athletics program in keeping with the goals of the program and the educational mission of the college.

The associate director of athletics may teach or coach with the agreement of the director.

2. Appointment

The associate director of athletics will be appointed by the director in consultation with the associate director of physical education and the senior members of the department. The appointment may be made from among the members of the department or from among candidates outside of the college. The associate director of athletics will ordinarily hold faculty rank at the level of senior lecturer.

The associate director of athletics will initially be appointed on a two-year contract; each contract thereafter will ordinarily be of five years' duration.

Should a lecturer or senior lecturer from within the department of athletics and physical education accept appointment as associate director of athletics, that lecturer will receive a new contract as associate director and the contract as lecturer will be terminated. The conditions, if any, under which the appointee may return to previous duties on a new lecturer or senior lecturer contract at the conclusion of the term as associate director will be determined by the director in consultation with the appointee, the faculty athletics representative, and the Dean of Strategic Planning and Academic Resources, and will be specified in writing at the time of the appointment. If no such conditions are specified, or if specified conditions are not met, an associate director of athletics, appointed from among the lecturers, who is not reappointed to the position at the end of the associate director's term will have no guarantee of continued employment at the college.

Should an instructor or assistant professor from within the department of athletics and physical education accept appointment as associate director of athletics, that appointee will receive a new contract as associate director and the contract as instructor or assistant professor will be terminated. The conditions, if any, under which the appointee may return to previous duties on a new tenure-track contract at the conclusion of the term as associate director will be determined by the director in consultation with the appointee, the faculty athletics representative, and the Dean of Strategic Planning and Academic Resources, and will be specified in writing at the time of the appointment. If no such conditions are specified, or if specified conditions are not met, an associate director of athletics, appointed from among the instructors or assistant professors, who is not reappointed to the position at the end of associate director's term will have no guarantee of continued employment at the college.

Should an associate professor or professor from within the department of athletics and physical education accept appointment as associate director of athletics, that professor will retain the current professorial rank and tenured status. The conditions, if any, under which the appointee may return to previous duties at the conclusion of the term as associate director will be determined by the director in consultation with the appointee, the faculty athletics representative, and the Dean of Strategic Planning and Academic Resources, and will be specified in writing at the time of the appointment. If no such conditions are specified, or if specified conditions are not met, an associate director of athletics, appointed from among the tenured members of the department, who is not reappointed to the position at the end of the associate director's term will be assigned duties within the department by the director in consultation with the faculty athletics representative and the Dean of Strategic Planning and Academic Resources.

C. The Associate Director of Physical Education

1. Duties

The associate director of physical education will assist the director in organizing and maintaining the physical education program in keeping with the goals of the program and the educational mission of the college.

2. Election

The associate director of physical education will be elected by a vote of the director and all of the members of the department who are teaching physical education in the year in which the election is being held. Faculty who wish to stand for the position may nominate themselves or be nominated by any member of the department who is eligible to vote.

The term of the associate director of physical education will be for three years. The holder of the position may be reelected to a second term. However, it is expected that this position

will rotate among the members of the department who are involved in teaching physical education and that the position will involve a reduction in teaching and/or coaching load.

D. Teachers, Head Coaches, and Administrators

1. Duties

Positions in the department are composed of various combinations of teaching physical education classes, coaching athletics teams, and performing administrative work.

2. Appointment

A new faculty appointment is made at the level of lecturer or instructor. The Dean of Strategic Planning and Academic Resources, in consultation with the director and, if necessary, the Faculty Athletics Advisory Committee, will determine at which level the appointment will be made. The director is expected to discuss this decision with the members of the department before bringing a recommendation to the Dean of Strategic Planning and Academic Resources. This determination may also be made in negotiation with a candidate for the position.

If the position of director of life fitness is appointed from among the members of the department with faculty status, then the same stipulations as described above for the associate director of athletics (see B.2 above) will apply.

3. Suffrage

The director and associate directors of athletics and physical education will have academic suffrage. Full-time members of the department with faculty status whose teaching and/or coaching responsibility is at least half of their contractual responsibility have academic suffrage. If a faculty member who has academic suffrage accepts a full-time administrative position, the faculty member will have academic suffrage for a period of not more than five consecutive years in that position. All senior members of the department, regardless of whether they have faculty status, are entitled to vote in departmental meetings. All members of the department may consult with the Dean of Strategic Planning and Academic Resources, the faculty athletics representative, or members of the Faculty Athletics Advisory Committee on matters affecting the conduct of the department.

E. Faculty Athletics Representative

1. Election

The faculty athletics representative (FAR) will be a full professor from a department other than athletics and physical education, elected by the faculty for a term of three years. There is no limit on the number of terms, successive or total, that a faculty member may serve.

2. Duties

The FAR provides advice and oversight for the intercollegiate athletics program. Duties and responsibilities associated with the position, which is mandated at every member institution by the National Collegiate Athletic Association, are elaborated in the NCAA's *Faculty Athletics Representative Handbook*.

The FAR is chair of the Faculty Athletics Advisory Committee (FAAC) and participates in reviews of personnel in the department of athletics and physical education as specified elsewhere. FARs serve as a member of the Committee on Admissions and Financial Aid. They may also serve as a member of committees within the department of athletics and physical education.

The FAR will regularly attend meetings of the department of athletics and physical education. The FAR will meet regularly with the director and, as necessary, with the president, the Dean of Strategic Planning and Academic Resources, and/or other relevant senior officers of the college to discuss the intercollegiate athletics program and related matters.

XIV. WHAT HAPPENS IN ATHLETICS AND PHYSICAL EDUCATION FACULTY REVIEWS — A BRIEF ACCOUNT

There are two major stages in the process of review. In the first, discussion among members of the Athletics and Physical Education Department Review Committee results in a written departmental recommendation. In the second, the College Level Review Committee (CLRC) acts in an advisory capacity to the president. Discussion among members of CLRC and the president results in a written recommendation from the president to the Board of Trustees. CLRC meets independently as well as with the president.

The review of a faculty member in the Department of Athletics and Physical Education for extension, reappointment or promotion begins in the individual's department. The review by the department is undertaken by a Department Review Committee comprised of the Athletic Director, the two Associate Directors (of Athletics and Physical Education, respectively), and a senior member of the department on the same track (lecturer or tenure-track) as is the candidate. The review must consider all submitted materials and all aspects of the candidate's professional contributions during the period under review. The candidate's dossier will normally include the following materials: (a) an up-to-date vita, (b) a coaching accomplishments and teaching portfolio, (c) a Personal Statement that describes the candidate's career and professional development as reflected in coaching and teaching, and service to the college, department and community, (d) any pertinent accomplishments and/or work produced during the period under review. Extraneous material of all sorts, including unsolicited letters, whether positive or negative, may not be included in the candidate's dossier.

Responsibility for writing the final recommendation rests with the Athletic Director. It must be a full statement of the Department Review Committee's recommendation, reporting the vote and summarizing the points of view presented, including differences of opinion, if any. A separate letter may be submitted by a member or members of the Department Review Committee who feel(s) that the Department Review Committee's recommendation is not a fair, accurate, and full report of the discussion about the candidate.

At the time the Department Review Committee's recommendation is submitted to the dean of the strategic planning and academic resources, the candidate will be provided with a copy of the full recommendation modified so as to indicate the numerical vote but not the votes of the individual voting members. If a separate minority report is submitted, this minority report will also be provided to the candidate with the names of those signing it deleted. The Athletic Director shall also meet with the candidate to discuss this report and the remainder of the review procedure.

The Department Review Committee's recommendation is subsequently reviewed, together with the information in the individual's dossier, by the College Level Review Committee (CLRC) consisting of a representative of FASC, the Faculty Athletics Representative and the dean of the faculty, working independently and then in consultation with the president, working separately at first, then jointly.

The Athletic Director shall send with the Department Review Committee's recommendation an invitation to the candidate to discuss the recommendation. Whether the recommendation is positive or negative, the candidate may (but need not) request a meeting with the FASC representative participating in

the CLRC review and the Faculty Athletic Representative to discuss issues raised in the Department Review Committee's recommendation. The candidate may also (but need not) submit to the College Level Review Committee and the president a written response to the recommendation. The request for a meeting and the intention to submit a written response must be communicated to the FASC representative within one week, and the written response submitted within two weeks, of receiving the departmental recommendation. If later in the review process the department meets with the president and the College Level Review Committee to provide additional information or to defend its recommendation, the candidate's written response shall be shared with the Department Review Committee's members.

After studying all the available material, the CLRC, meeting alone, attempts to view each case from as wide a range of perspectives as possible. Close attention is given to the adequacy and fairness of the departmental, student and athlete evaluations. The CLRC, after notifying the president, may ask the department to amplify in writing any points that are inadequately addressed in its recommendation. Within the CLRC, individual viewpoints are formulated and compared, and differences of opinion are discussed. Then the CLRC forwards to the president, in written form, a tentative recommendation for the purpose of informing discussion among the members of the CLRC and the president. Special attention is given to those cases in which the recommendations of the CLRC differ with the Department Review Committee.

If at this point the CLRC and the president believe that additional information might be necessary or helpful in reaching a decision, a consultation with the Athletic Director and other members of the Department Review Committee may be arranged. If preliminary discussions have indicated the likelihood of a decision contrary to the Department Review Committee's recommendation, a consultation with the Athletic Director and other involved members must be arranged. Meetings are called by the president together with CLRC, and the dean informs the Department Review Committee of the nature of the meeting and the issues the department should be prepared to address. After such meetings, the CLRC shall within one week summarize in writing the issues raised and the departmental response. Copies are distributed to the candidate as well as the all participants in the candidate's review, both at the departmental and college levels. The candidate has the opportunity within one week to respond in writing to all participants in the meeting. After considering any departmental and candidate responses, members of the CLRC will meet with the president to convey their final recommendations, and the CLRC records its recommendation in the form of a vote. The president subsequently submits a final written recommendation to the trustee Committee on Academic Affairs. In cases where the final recommendations of CLRC and the president differ, the CLRC may request a conference with the trustee Committee on Academic Affairs.

Strict confidentiality is maintained throughout the process by all who are involved in the review. The dates for the various steps in reviews for extension, reappointment, promotion, and tenure decision will be listed each year in the Athletics and Physical Education Department Handbook. Except for the required dates of notification listed in the Governance, the dates mentioned are administrative guidelines and are not legally binding. Every effort will nevertheless be made to conform to them. In cases where a negative recommendation has been received, the candidate may discuss the reasons for the decision with the president or the dean of the faculty. In cases where the faculty member believes there are grounds for appealing a negative decision, the grounds for appeal described in the Governance should be reviewed first, and if necessary, clarification with regard to the individual case should be sought from the dean of the faculty or from the Appeal Committee.

XV. APPEALS

The appeal process for any member of the Department is the same as the process laid out in the *Governance* and *Faculty Handbook* for all members of the faculty.

D. EDUCATIONAL POLICY, OFFICE FOR ACCESSIBILITY AND EDUCATIONAL OPPORTUNITY, AND THE CONDUCT OF CLASSES

Legislation regarding educational policy is established, under the *Governance*, by faculty vote. Each member of the Vassar faculty is expected to know and to observe the general academic regulations both in the section on "Degrees and Course of Study" in the *Catalogue* and in the digest of basic legislation and procedures which follows. Both the *Advisor's Handbook* and *the College Regulations* also explain academic and library regulations and academic standards. Questions regarding interpretation of academic legislation should be addressed to the dean of studies, as should those of a procedural nature. Modifications of academic legislation are in general accomplished through proposals of the Committee on Curricular Policy to the faculty.

Nondiscrimination Policy - Vassar College does not discriminate on the basis of race, color, religious belief or expression, sex, marital status, disability, sexual orientation, gender identity or expression, national or ethnic origin, veteran status, or age in the admission of students to the college or to any of the rights, privileges, programs, access, and activities generally accorded or made available to students at the college; or in the administration of its educational policies, admission policies, scholarship and loan programs, and athletic and other programs administered by the college. This policy of nondiscrimination extends to the employment practices of the college with respect to students, as well as all other employees.

Inquiries concerning policies regarding students with disabilities should be addressed to the director of Office for Accessibility and Educational Opportunity, as well as the dean of studies. (*See also* Section II.A below). Questions concerning alleged discrimination or harassment involving faculty should be addressed to the faculty director for institutional equity.

I. OFFICE FOR ACCESSIBILITY AND EDUCATIONAL OPPORTUNITY

A. Role of Advisers

Every Vassar faculty member has a responsibility to the college to participate in both general and departmental advising. At Vassar, the traditional role of the faculty adviser is that of educator rather than overseer—as an informed consultant, not a director of students' academic programs. In this relationship, both students and faculty have clear responsibilities. Students are expected to take the initiative in seeking advice from members of the faculty. They are responsible for keeping advisers informed about their academic progress and for seeking the approval of the adviser when planning or changing programs of study. In signing the various special forms—the major declaration form; the pre-registration, registration and change of registration forms; the non-recorded option form; the correlate sequence declaration form; and any petitions to the Committee on Leaves and Privileges—advisers act for the college in stipulating both that the student's program is in accord with faculty legislation and that the student is making orderly progress towards the degree. Thus, in addition to knowledge of the general and specific curricular elements set forth in the *Catalogue*, the *Adviser's Handbook*, and the *Schedule of Classes*, faculty advisers should be familiar with a student's academic record and plan of study. All advisers have electronic access to their advisees' records as well as copies of any correspondence from the relevant faculty committees concerning their advisees' academic progress.

The advising system is under the general supervision of the dean of studies and the dean of first-year students.

B. Pre-Major Advisers

The pre-major adviser is an experienced member of the faculty or occasionally the administration who has been asked to serve as a general adviser to no more than 12 students from the time of their arrival at Vassar until they declare a field of concentration or are admitted into the independent program. The main duties of the pre-major adviser are to help the student plan a program for the freshman year, to be available for consultation throughout the course of the year and, if the student has not declared a field of concentration, to help in the planning for the sophomore year in the spring. The pre-major adviser is continued in the sophomore year until a concentration is declared. When questions or problems outside an adviser's field of general competence arise, an important part of the pre-major adviser's job is to refer students to other resources, including faculty members of other departments and programs, the learning and teaching center, the counseling service, the Office of Community-Engaged Learning, pre-professional advisers and the deans' offices.

At a required meeting before the freshman arrive; all pre-major advisers receive the names of their advisees along with their high school records and entrance scores. Most students will have pre-registered by mail before arriving on campus. Advisers will have individual appointments with each of their advisees before final registration, at which time they will plan the first semester's work and discuss future academic goals. Advisers should at this point be certain that each student's plan includes at least the one required semester of work in a Freshmen Writing Seminar. They should also remind students of the college's requirement of a one-semester course in quantitative analysis to be taken during the first two years of study and the foreign language basic proficiency requirement. Advisers should be prepared to discuss the student's interests and needs, strengths and weaknesses as reflected in the high school records, tests and entrance scores, and possible plans for a field of concentration and a vocation. In general, freshman should be advised not to limit their course selections too narrowly and to plan ahead by electing prerequisites for upper-level courses in which they are interested. A general plan of learning should be discussed which may reflect several interests. Whenever possible, alternative plans should be considered, so that focus upon a single crucial course or sequence is lessened. Freshmen will register immediately after these conferences. It may be necessary to see advisees a number of times in the first two weeks of classes before their programs are settled for the term; thereafter, the frequency of meetings is determined by the needs of the student and the inclination of the adviser. All changes in freshmen programs must have the approval of the adviser.

C. Election and Change of Concentration

A student may elect a major field of concentration or curricular program at any time until the end of the second year of study or the mid-point of their work in the college by filing the appropriate form with the Registrar.

A student may change major field or curricular program in the junior year with the permission of the new department or program and the dean of studies. This change must be filed with the registrar.

D. The Departmental Adviser

A student who has declared a field of concentration is assigned a departmental or program adviser by the chair of the department or program concerned or by the chair of advisers in that department or program. This adviser is responsible for giving general advice to advisees about the structure of the major program, the various alternatives available for meeting major requirements, recommended courses in allied fields, and so on. The adviser assists the student in drawing up the four-year program. The student's major plan should

be revised by the student in consultation with the major adviser as subsequent course changes modify the original plan. Although students are primarily responsible for their own programs, the adviser must also make sure that the student is meeting the curricular requirements of the department or program and of the college. Particular attention should be paid to the 50% maximum in the field of concentration, the 25% minimum outside the division of concentration, the 4 unit NRO maximum, the 5 unit ungraded maximum.

Any changes after a student has registered must be approved by the adviser before the change can be made. "Drop/Add" forms from the Office of the Registrar require the signature of the adviser.

The pre-major adviser helps to relate the overall curricular opportunities of the college to the individual student; the departmental or program adviser serves to interpret the more specialized curricula of departments or programs to the student in order to develop a broad but individualized program. Both advisers should also aid the student in pursuing a comprehensive program in liberal education.

E. The Independent Program Adviser

Any member of the faculty may serve as an adviser in the Independent Program. Each student wishing to enter this program meets with the director of the independent program and then designs a course of study in consultation with a member of the faculty who will agree to serve as the student's adviser. In most cases it is preferable, in the judgment of the student and the committee, that the student have more than one adviser. The advisers must approve the student's written program proposal before it is submitted to the Faculty Committee on the Independent Program for its approval. The committee will approve the advisers, or recommend alternatives if appropriate. Upon acceptance by the committee, advisers assume the responsibility of advising students until they graduate. All changes in the program must also be approved by the committee. As is the case with other students, permission for academic leaves or general academic privileges for students in the Independent Program is granted by the Committee on Leaves and Privileges. Advisers are responsible for overseeing a student's fulfillment of not only the requirements of the Independent Program, but also those other requirements necessary to obtain the Vassar degree. These include: 32 units, no more than 16 units in the courses of any one department, 8 units in courses outside the curricular division in which most of the student's work is concentrated, and the college's requirements on residence, NRO, ungraded work and transfer credit. It is, of course, also the responsibility of the student to formulate and follow a program of study that meets these requirements.

In the senior year the student designs a senior project in consultation with the advisers. The written proposal for the senior project, approved and signed by the advisers, must then be submitted to the Independent Program Committee for approval. The advisers supervise the work on this project and grade it upon its completion.

The acceptance of a student into the independent program and the student's success within this program should result from the cooperation of the student, the advisers, and the committee. It is, quite naturally, the student who is most responsible for the definition of a program and its fulfillment. But the student must have guidance and advice and advisers have a major role in establishing and maintaining the quality of the student's program.

For further information the adviser should consult the "Requirements, Guidelines, and Procedures" issued by the Committee on the Independent Program, which is available in the Independent Program Office.

F. Correlate Sequence Advising

Each department and program offering a correlate sequence specifies in the Catalogue the requirements and the procedure for declaration. Ordinarily, students should begin by consulting the department or program chair. Students will then often be assigned to a particular faculty member for further guidance.

G. Advising of Students in Special Categories

1. Transfer Students

Each transfer student meets with one of the class deans on arrival at the college. Students wishing to enter the Independent Program will be referred to an adviser in the dean of studies office and to faculty members who might be willing to serve as advisers; they should also consult with the director of the independent program sophomores and juniors will be referred to departmental or program advisers whenever possible.

Departmental advisers who encounter special problems regarding transfer students are urged to send the students to the Office of the Dean of Studies for advice. A frequent question is that of transfer or credit from other institutions. Determinations of which courses and how much credit can be transferred to Vassar are made by the assistant to the dean of studies. No more than 17 units from other schools is allowed. Questions about the suitability of courses at other institutions as prerequisites for upper-level courses at Vassar must be answered by the department involved.

2. Exchange and Visiting Students

The dean of studies office advises both Vassar students who wish to go on an exchange program and students from other colleges who are at Vassar as exchange or visiting students. The program of a Vassar student wishing to go on exchange or academic leave must have the approval of the student's academic adviser and the Committee on Leaves and Privileges.

3. Special Students

Students who are not matriculated at Vassar are advised by the adviser to special students in the Office of the Dean of Studies. Special students are referred to appropriate departmental advisers as necessary.

H. Advising for Special Programs

1. Teacher Preparation

Students with a special interest in certification for pre-school and elementary teaching grades should consult the director of elementary education in the education department. For secondary school teaching in English, languages, social sciences, mathematics and natural sciences, students should consult the director of secondary education. The two programs of study vary and each area has distinct requirements that must be met to obtain New York State

certification. Therefore, students should be urged by their advisers to consult the appropriate director during the first semester of the freshman year.

2. Junior Year Abroad

Students wishing to study abroad on Vassar College programs, approved programs of other colleges, or universities, or independently should consult the assistant dean of studies/director of international programs to discuss their plans. They should first, however, become familiar with the written material for study abroad available in the Office of International Programs. In general, they should discuss the possibilities with their departmental advisers and then make application by the announced deadline at the end of the first semester. Students should begin planning for study abroad during the freshmen year and should be aware of language requirements and the dates of mandatory informational meetings during the fall semester.

The Hispanic Studies, French and Francophone Studies, Italian, Russian Studies departments and the Media Studies program support Vassar study abroad programs in Madrid, Paris, Bologna, St. Petersburg, and London respectively. A faculty member of each department or program serves as Vassar liaison with these programs. This faculty member should be consulted by students wishing to apply for this program. The student should also consult the assistant dean of international programs and follow the same procedure as other students wishing to spend the year abroad.

Sophomores must declare a field of concentration and work out a major program before submitting an application for Junior Year Abroad. Students considering an Independent Major are advised to begin this process early.

3. Self-Instructional Language Program

Any student wishing to study the self-instructed languages offered at Vassar on tape should consult the faculty member in charge of the program. The languages offered are subject to change.

4. Community-Engaged Learning

Community Engaged Learning (CEL) is a community-based educational opportunity aimed to enhance learning through employing pedagogical strategies of structured critical reflection, dialogic engagement, integration of academic learning goals, and connection to clearly articulated community-desired outcomes and impact. In the CEL experience, students learn more about social issues, work alongside community partners, combine their off-campus learning with guided reflection under the mentorship of a faculty sponsor, and participate in critical community-engaged learning on-campus workshops.

The Office of Community-Engaged Learning (OCEL) aims to build long-term, mutually beneficial partnerships with community organizations in Poughkeepsie, Dutchess County, and the greater Hudson Valley. By developing and centering partnerships, the OCEL provides students with the opportunity to learn alongside community partner organizations and make real-world connections to enhance their academic experiences. The OCEL helps students develop self-awareness, critical thinking and analysis skills about the root causes of social issues, and the knowledge, tools, and agency to create a more just world and contribute to the common good. The OCEL connects students' and faculty members' passions around social justice issues, academic interests, teaching goals, and research inquiries to community-identified projects through Community-Engaged Learning (CEL).

The general supervision of Community-Engaged Learning rests with the Community-Engaged Learning Committee, a subcommittee of the Committee on Curricular Policy. Although the Office of Community-Engaged Learning connects students with community-based organizations, acts as liaisons between students and community partner organizations, and offers critical reflection workshops throughout the semester, it is the individual student's Community-Engaged Learning faculty sponsor who decides upon the academic requirements for the awarding of credit and evaluates the merit of the course credit.

To receive 0.5 units of credit, the student is expected to complete at least 40 hours of community-based work and complete at least 30 hours of academic work; to receive 1.0 unit of credit, the student is expected to complete at least 80 hours of community-based work and 60 hours of academic work.

Credit is not given for CELs of less than six weeks, and they do not exceed one unit in a single semester. The CEL credit is issued in the department or program of their faculty sponsor. All CEL is ungraded (Satisfactory/Unsatisfactory) and can be done during the academic year or in the summer. Students may not apply for retroactive community–engaged learning credit. CEL is open to first-year students (starting in their second semester), sophomores, juniors, and seniors. Students can register for CEL during Pre-Registration or the Add/Drop period. Please see the academic calendar for dates. Students should also consult their academic advisors and majors requirements prior to adding CEL.

Faculty members supervising Community-Engaged Learning projects assume responsibility for the following:

- To supervise students within community-based partnerships that align with their teaching, research, and/or community commitments.

- To assess how the community-based work will contribute to the student's academic program and whether the student's academic background will enable them to learn from the experience. Generally, Community-Engaged Learning students have prerequisites or co-requisites in the faculty member's department.

- To assist the student in developing an academic framework to support the community-based experience through a collaborative learning agreement, which will include a written statement from the student articulating their learning goals, assigned academic work, and mechanisms to evaluate student performance.

- To require certain academic work to be completed by the student in order to receive Community-Engaged Learning credit. This work includes, at a minimum:

    a) Regular maintenance of a critical reflection journal to support high-impact learning.

    b) Regular conferences in which the faculty supervisor and student meet to reflect on the community-based experience, its connection to the academic requirements of the credit, and how it integrates into the student's liberal arts education.

c) A final "integrative exercise" that requires students to reflect on the community-based experience and its contribution to their education, integrating student reflections with theory, readings, or additional research (ex: such as a written report paper, portfolio, presentation, photojournal, etc.) or poster to be presented at the annual CEL symposium.

d) (Individual departments, programs, and faculty members are free to impose additional requirements as appropriate.)

To evaluate the student's performance, taking into consideration not only the student's academic work but also the community partner's reflection and evaluation of the student's contributions. Since a major component of Community-Engaged Learning is the learning experience alongside the community-based organization, students do not receive credit based solely on their academic work (this distinguishes Community-Engaged Learning from Independent Study). Community-Engaged Learning is graded Satisfactory or Unsatisfactory.

The same basic criteria apply to summer Community-Engaged Learning. Although regular conferences to discuss the community-engaged learning experience need not be held during the summer, faculty members should see that provisions are made for what they consider to be adequate consultation with the student. Because of the importance of student-faculty sponsor consultation to establish an academic framework for the community-based experience and completion of a Community-Engaged Learning Agreement Form, students must consult with their faculty sponsors and register for summer Community-Engaged Learning by the end of spring semester exams. Only in exceptional cases will students be permitted to register after this date.

5. Pre-Medical Preparation

Students who are considering going to medical school should be referred to the Pre-Medical Advisory Committee at the earliest opportunity. An assistant in the Dean of Studies office serves as liaison to the committee.

6. Pre-Law

Students wishing more information on the requirements of law schools or who have questions about the best preparation for law school should be referred to the pre-law advisor in the dean of studies office.

7. Resources for Advisers

The dean of studies, the dean of first-year students, class advisers, the director of disability services, the adviser to special students and the director of the Jeh Vincent Johnson ALANA Cultural Center stand ready to advise advisers whenever necessary. In addition, the staff of the learning and teaching center can be of great help with students who are experiencing difficulties due to slow reading, poor mathematical preparation, inadequate comprehension, or poor study and writing skills.

II. DISABILITY ACCOMMODATIONS AND SUPPORT SERVICES POLICY

Vassar College is committed to providing individuals with disabilities equal access to the academic courses, programs and activities of the college. In accordance with the provisions of Section 504 of Rehabilitation Act of 1973 and the Americans with Disabilities Act of 2008, the college strives in its policies and practices to assure not only nondiscrimination but to provide for the full participation of individuals with disabilities in all aspects of college life. In support of this mission, the Office of Office for Accessibility and Educational Opportunity provides services to self-identified students with disabilities. The Office of Office for Accessibility and Educational Opportunity also provides assistance in identifying appropriate support and accommodations in the work environment for faculty and staff. The Americans with Disabilities Act defines a disability as a physical or mental impairment that substantially limits one or more major life activities. These may include, but are not limited to, sensory loss, mobility and orthopedic challenges, chronic medical conditions, learning disorders, and psychological or emotional disorders.

A. The Office for Accessibility and Educational Opportunity

The role of the Director of Office for Accessibility and Educational Opportunity is to evaluate requests for accommodations and services based on the needs of self-identified students, faculty or staff members with disabilities, and to coordinate accommodations, auxiliary aids and services with appropriate college personnel. To ensure the provision of reasonable and effective accommodations, individuals must provide documentation of their disability or disabilities by an appropriate professional. Individuals with disabilities must also provide the Director of Office for Accessibility and Educational Opportunity sufficient time to evaluate the request, to determine the appropriate course of action, and to implement appropriate accommodations and support services.

While the accommodation preference of the individual with the disability will be taken into consideration, Vassar College is not required to provide the preferred accommodation as long as the alternative accommodation is reasonable, effective and provides equal access. Vassar College is not responsible for providing services of a personal nature, or for providing prescribed devices or services. Because college and departmental requirements are implemented for sound pedagogic and academic reasons, it is not the policy of the college to waive requirements. Students in need of modifications to their academic program may petition the Committee on Leaves and Privileges, in consultation with the Office of Office for Accessibility and Educational Opportunity, for academic modifications.

Requests for accommodations and auxiliary aids and services involve evaluation of the following criteria by the Director of Office for Accessibility and Educational Opportunity and other Vassar faculty, administration, or staff, as appropriate:

1. whether the person meets the criteria for being otherwise qualified as an individual with a disability under the ADA and Section 504;

2. whether the disability is appropriately documented in writing by a qualified professional. The amount and type of required documentation will be based upon the nature of the disability and the nature and duration of the requested accommodation;

3. whether the requested accommodation or support service is appropriate to the needs of the person with the disability and appropriate for the academic course, program, activity or work environment;

4. whether the student, faculty or staff member will have equal access or opportunity without the accommodation or support service;

5. whether the accommodation will fundamentally alter the academic course, program, or essential requirements of the job;

6. whether an alternate accommodation or academic modification could be implemented to provide equal access and opportunity.

ADA ACCOMMODATIONS FOR EMPLOYEES

The Americans with Disabilities Act Amendments (ADAA 2008) mandates employers to make workplace accommodations as requested by the qualified employee and supported by medical documentation, when requested. The ADA requires that the employer make reasonable accommodations in order for the employee to perform the essential job functions unless the modification causes undue hardship to the employer.

TERMS*

Qualified Employee– an individual who satisfies the skill, experience, education and other job related requirements of the position held and can perform the "essential job functions" of the position, with or without accommodation.

Reasonable Accommodation– a modification or adjustment to a job, the work or the environment or the way things are usually done that enables a qualified individual employee with a disability to attain the same level of performance, enjoy the benefits and privileges of employment available to a similarly situated employee without a disability. Reasonableness is determined by the resources of the total institution. Reasonableness does not include removing essential job duties, creating new jobs or providing personal needs items (i.e. eye glasses or mobility aids).

Essential Job Functions– those tasks that are required by the job established in the job description/advertisement or by contract.

Undue Hardship– the modifications requested are so significantly difficult, are overly extensive or disruptive or could adversely impact the actual running of the institution.

*Source: U.S. Dept. of Labor

PROCESS FOR EMPLOYEES WHO NEED ACCOMMODATIONS

1. Contact the Office of Human Resources, Manager of Leaves/Wellness to request an accommodation.
2. Manager will schedule a meeting to discuss the desired accommodation with the employee. Manager may ask for medical documentation of disability and suggested accommodation. The ADA allows employers to request medical documentation to establish that the employee has an ADA disability, to show the employee needs the requested accommodations and to help determine effective accommodation options.
3. Manager reviews requested accommodation w/AVP of HR.
4. Manager and/or AVP of Human Resources consults with Director of Accessibility and/or Dept. Head or Dean of Faculty (for faculty requests) as appropriate regarding the accommodation request.
5. Manager consults with Facilities Operations as appropriate
6. Manager responds to the employee as promptly as possible verbally and follows up with written documentation.
7. Manager contacts employee to follow up if accommodations are satisfactory or additional steps are necessary.

B. Confidentiality

Individuals with disabilities are entitled to privacy and discretion in the handling of all disability-related information. Disability-related information provided to the Office of Office for Accessibility and Educational Opportunity will be used solely for the purpose of enabling Vassar to provide services related to the individual's disability. Information on disabilities is collected and maintained separately from other academic or employment information and is kept in secure files with limited access. Disability documentation is not considered a part of a student's permanent academic record or of an employee's personnel file. It is the policy of the college to maintain confidentiality in all informal and formal proceedings, except as otherwise specified in these statements of procedure.

C. Appeals

Vassar College has adopted an internal appeals process for the prompt and equitable resolution of complaints or disagreements about accessibility, accommodations, auxiliary aids and services, and modifications to academic courses, programs, and activities. In addition, recourse can be sought through the Equal Employment Opportunity Commission (EEOC), the Office of Civil Rights (OCR), the State Division of Human Rights, or the Courts. State and Federal statutes of limitations are typically 180 days.
The faculty director for institutional equity has been designated to coordinate the college's compliance with the Americans with Disabilities Act of 2008 and with Section 504 of the Rehabilitation Act of 1973. The Office handles inquiries about compliance, and investigates complaints of disagreements or denials of disability-related accommodations and auxiliary aids and services.

If an individual feels that an accommodation, modification, or auxiliary aid or service is not appropriate, reasonable or effective, the individual may file a petition for appeal with the faculty director for institutional equity. If the faculty director for institutional equity for any reason of conflict of interest, illness, or prolonged absence is unable to carry out the faculty director's responsibilities, a designee shall be appointed by the president of the College.

The ADA/Section 504 Appeals Committee shall consist of the faculty director for institutional equity, who shall serve as Chair, an appointed member of the faculty, and an appointed member of the Committee on Disabilities Issues (CODI). If at any time, the student, faculty or staff member requires an accommodation to participate in the appeals process, the individual must communicate that need to the faculty director for institutional equity.

D. Filing an Appeal

1. Where to file a petition for appeal

The petition for appeal should be filed with faculty director for institutional equity.

2. When to file

The petition for appeal should be filed within 30 days of the date of the decision by the Office of Office for Accessibility and Educational Opportunity. Time periods may be extended if the individual has good reason, as determined by the faculty director for institutional equity. Whenever time deadlines or procedures set forth in the appeals process create problems owing to the nature of the complaint, the urgency of the matter, or the proximity of the upcoming event or

program, the director for institutional equity, in consultation with the petitioner, will determine whether an expedited appeals procedure can be fashioned.

Upon receipt of a petition, the faculty director for institutional equity will review the petition for appropriateness and timeliness. The faculty director of affirmative action will provide the petitioner with written notice of receipt of the petition within 5 working days, and advise the petitioner of the college's appeals policy and procedures for disability accommodations and services.

3. What to file

The petition must be signed, dated and include the following:

a. the person's name, address, phone number, and employment or academic status;

b. a description of the accommodations, if any, that were proposed by the Office of Office for Accessibility and Educational Opportunity with an explanation of why such a proposal or provision is insufficient;

c. if appropriate, a description of the preferred accommodation, modification, or auxiliary aid or service, and how the accommodation would provide equal access to the academic course, program, or activity.

E. Reviews and Decisions of Appeals

The ADA/Section 504 Appeals Committee will conduct a review of the petition for appeal. In undertaking this review, the ADA/Section 504 Appeals Committee will examine the written evidence provided by the petitioner. The Committee will then interview, consult with, or request written evidence from, any individual the ADA/Section 504 Appeals Committee believes to have information relevant to the issues raised in the petition.

The ADA/Section 504 Appeals Committee will render a decision on whether the proposed accommodation is adequate or inadequate within fifteen working days of the receipt of the petition. The decision by the ADA/Section 504 Appeals Committee will be communicated in writing by the Chair with a copy provided to the Office of Office for Accessibility and Educational Opportunity and other appropriate college staff.

If the proposed accommodation is deemed by the ADA/Section 504 Appeals Committee to be inadequate, the case is remanded to the appropriate college committee, administrator, faculty or staff, who, in consultation with the Office of Office for Accessibility and Educational Opportunity, will then seek a new accommodation or support service that is reasonable, appropriate and effective.

If there is an agreement during the review process between Vassar College and the petitioner to retain the original accommodation or auxiliary aid or service or change to another accommodation, the Chair will prepare a written memorandum of agreement to be signed by the individual and appropriate college administrators, faculty, or staff.

Once the appeal has been settled, the Office of Office for Accessibility and Educational Opportunity, administrator, faculty, or staff, as appropriate, will then impose or initiate proceedings for implementing the accommodation or support service.
(Approved by the faculty April 21, 1999)

III. CONDUCT OF CLASSES

Instructors are expected to provide a written syllabus at the first meeting of each class. Dates for examinations, papers, and other required work, grading policies, and office hours should be specified. Planned faculty absences from a scheduled class must be approved by the department chair and arrangements made to cover the class whenever possible. Missed classes must ordinarily be rescheduled, but in such a case attendance cannot be required. Longer absences (more than two days) must be approved by the dean of the faculty. It is particularly important that instructors be present at the first and last meetings of a class and during study week and final examinations.

A. Drop/Add and Late Change of Elections

Students pre-register for classes at the end of the preceding semester or during the summer. The first six days of classes is an add period during which students may add new courses. Add forms require an adviser's signature and election of a new course requires the signature of the instructor. Students are responsible for work they may have missed if they join the class late.

After the first six class days of the term, no additional elections may be made except with the permission of the instructor and the dean of studies or the appropriate class adviser in the dean's office.

A student may drop a course during the first six weeks of classes, but only if still enrolled for a minimum of 3.5 units. Abandoning a course after the sixth week will result in a failing grade, unless permission is given by the dean of studies or the appropriate class adviser in the dean's office to withdraw without penalty for reasons of health or other serious emergency.

B. Scheduling of Classes

The schedule of classes is administered by the Registrar. No change may be made in the regular schedule of a course except as arranged through the Registrar. Attendance at extra or unscheduled class meetings and at review or drill sessions must be entirely optional. Changes in class location must also be arranged through the Registrar. Classes cannot be scheduled on Saturdays or Sundays.

C. Class Attendance

Vassar does not have a system of specified "cuts" or automatic penalties for poor class attendance, though individual instructors or departments may adopt such a policy. The student bears the full responsibility for class attendance, for completing work on schedule, and, if allowed, for making up work missed because of absence.

Members of the faculty must explain to their classes at the first meeting of each course their expectations as to attendance and the place of attendance and class participation in the method of instruction and in final evaluation. This information should appear on the course syllabus.

Instructors are not expected to take class attendance. However, a faculty member who is aware of a student's absence from class for a period of a week or more should notify the Office of the Dean of Studies or the Dean of First-Year Students. These offices will furnish information to faculty members about students who are absent from college or who have prolonged illness when this information is available. Departments will receive notices

regarding students who are prevented from attending classes for extended periods because of illness or other emergency. Faculty are expected to make appropriate allowances for excused absences, including observance of religious holy days.

At the beginning of a semester, students who have failed to attend the first two scheduled meetings of a class without a reasonable excuse may be dropped from the class by the instructor upon notification to the Registrar. Subsequently, instructors may, with the approval of the dean of studies, refuse a student who has cut frequently without a reasonable excuse the opportunity to make up work or to take the final examination, or may exclude the student from the course. In such cases, students are not to be graded according to the work they have completed, but have, in effect, failed the course.

D. Written Work and Indication of Academic Status

Students in introductory and intermediate level courses should have submitted and have had returned to them some written work and should receive some indication of academic progress by the mid-point of the semester. This is particularly important in view of the deadline for the drop period and NRO election and should occur before that date (usually at the end of the sixth week of classes).

All written work except "Final Exercises" should be due no later than the end of the study period. This includes "term papers" and other longer comprehensive course projects. Exceptions to this rule are by approval of the dean of studies.

E. Office Hours

It is college policy that office hours of faculty members must be posted, and must be given to the department or program secretary. Scheduled hours when faculty members are regularly available to students are important at all times during the year, but especially necessary during the advising season and during the study and examination periods at the end of term. Faculty have an obligation to be available to meet the reasonable needs of students to discuss course material and performance.

F. Conferences

Instructors are requested to confer with freshmen before Thanksgiving and spring vacation, as well as with all other students whose work is unsatisfactory. The purpose of faculty conferences is to point up ways of improving study habits and approach to the subject rather than to tutor the students.

G. Course Evaluations

Course Evaluations must be administered by the end of the course. For best practices, instructors should refer to the evaluation instructions. Students be given sufficient time to complete the forms, and the instructor should not be present in the classroom. Instructors should avoid the appearance of improperly influencing student responses.

If the instructor of a course has missed fewer than 25% of course meetings, evaluations will be administered. If an instructor has missed 25% of course meetings or more because of parental, FMLA, health or other official leaves, as approved by the required channels (usually the Dean of the Faculty), evaluations will not be administered unless the faculty member requests otherwise. Substituting instructors will not receive evaluations unless they have taught at least half of the course and have requested evaluations to be administered. A request for evaluation by a substituting instructor must be given to the Chair or Director (at least two weeks prior to the final class meeting. Any irregularities

may be addressed in the narrative teaching statement submitted as part of the faculty member's review materials.

H. Tutoring

Faculty members may not tutor a member of the student body for pay during the academic year and academic interns may not tutor in work in which they examine. Faculty members may not tutor for pay during the summer vacation if the instruction is in work which they will later examine.

I. Field Trips and Observation Trips

Observation trips to factories, museums and elsewhere are sometimes planned in connection with courses. So far as possible, trips are arranged to avoid conflicting with scheduled classes. If it is necessary to plan such trips at times which involve conflicts with scheduled classes, students with conflicts are not required to take the trip; if they do so, they are expected to secure permission from the instructor of any regularly scheduled class which will be missed. Instructors are under no obligation to grant such permission.

Instructors who would like financial assistance with such trips may apply for funds with the Office of the Dean of the Faculty.

J. Participation in Athletics Events

To the degree possible, competitive athletics events—games, meets, tournaments etc. — are scheduled for times which do not conflict with classes. Given the complexities of scheduling and the distances involved, however, it is not always possible to avoid conflicts. The Athletics Director has established the policy that students' academic appointments and commitments are their first priority. In some instances, however, students may seek permission to rearrange an academic commitment to allow participation in a scheduled athletics event. Faculty members are asked to accommodate such requests if possible.

K. Submission of Papers

From time to time, misunderstandings arise because of missing work or the loss of reports, papers or other written work. It is the instructor's responsibility to be specific about time and means of delivery. It is the student's responsibility to comply with the specified delivery instructions.

L. Integrity of Academic Work: Plagiarism

In the *College Regulations* students are told that, in signing the matriculation pledge, they assume the responsibility for the integrity of their academic work. Entering students are given the pamphlet *Going to the Source* which contains detailed discussions of the requirements of academic honesty. It is recommended that instructors of freshmen and other first-year courses review the standards of attribution with their students in class.

At Vassar a joint faculty-student committee, the Academic Panel, chaired by the dean of studies, hears cases of suspected academic dishonesty. Any instructor who, on the basis of evidence, believes a student is guilty of an act of academic dishonesty must consult the dean of studies, who will summon the panel when, in the dean's estimation, the evidence is such that a case should be tried. It is of the utmost importance that faculty members call suspected offenders to the attention of the dean of studies and not deal with them themselves. They do not have the authority to do so. The faculty has established the Academic Panel (consisting of both student and faculty members) to deal evenly with

academic offenses, and published due process is interfered with when faculty members do not take the responsibility of promptly reporting cases to the dean of studies.

The procedures of the Academic Panel are as follows: The faculty member making the complaint shall prepare a written statement of the charge and shall give the dean of studies all relevant material. The dean shall confer with the student and inform them of the charge, of the time and place of the panel meeting, and of the procedures followed by the panel. The student may request to be accompanied by a member of the college community. The members of the panel shall be notified in advance of the identity of the student involved, and any panel member who feels incapable of giving the case unprejudiced consideration may ask to be excused. At the beginning of the hearing, the chair shall read the written charge to the defendant and the panel. The defendant shall plead guilty or not guilty and shall have the opportunity to make a statement and to explain any mitigating circumstances. The panel shall have an opportunity to question both the defendant and the faculty member who made the allegation, after which the panel shall determine by majority vote whether it considers the defendant guilty, and if so, what penalty to impose. The chair shall vote to break a tie only on matters of penalties for students found guilty by the Academic Panel. Restrictions governing penalties are provided in the *College Regulations* under "The Regulations of Vassar College", Part A, Section I.D.

IV. FINAL EXAMINATIONS

Instructors must be sure that they understand the examination system themselves; they are responsible for explaining it to students, especially to freshmen.

In general, all courses at Vassar must be "examined" by some sort of written work. This "examination" may consist of written work during the term or of a final exercise. There are four types of final exercise:

A. Types of Examinations

1. Regularly Scheduled Examinations

Departments request that certain courses be included in the examination schedule prepared by the Registrar. The examinations are assigned to one of fourteen time periods during the examination period at the end of the term. Once a course has been assigned to a time period, it may not be changed by the department or the instructor without the permission of the Registrar or the dean of studies. Grades are due in the Registrar's office no later than seventy-two hours after the exam.

2. Self-Scheduled Examinations

Self-scheduled examinations may be taken by the student during specified daily hours from the beginning of the study period until the end of the first three days of scheduled exams. Specific classrooms are designated by the Registrar for this purpose. Examinations are picked up and returned to departmental or program offices during regular hours. Grades are due no later than 72 hours after the fourth day of the examination period.

3. Take-home Examinations

Take-home examinations may be assigned any time after the last day of classes. A take-home final should be recognized as a final examination and not a term paper. It is due no later than the end of the third day of the exam period and should

not be a research paper. All parties should keep in mind that it replaces a two-hour scheduled examination. Grades are due no later than 72 hours after the fourth day of the exam period.

4. Paper in Lieu of Examination

This exercise should not be confused with the final of a series of papers in a course or with the course term paper or final project. It is, rather, a short paper which replaces a final exam. Thus, the assignment should require no more time, in preparation and execution, than such an examination. It is assigned during the last week of classes and due no later than the end of the third day of the exam period.

B. Announcement and Changes of Final Examination

By faculty legislation, all instructors must announce to each class within the first week of the term whether they will be offering final examinations on a regular, self-scheduled, or take-home basis, a paper in lieu of an examination, or no final examination. The Registrar and the Dean of Studies will issue supplementary instructions about the conduct of self-scheduled examinations.

Instructors should be sure they have notified their students fully of their plans for final examinations and should include them in the course syllabus. Plans may not be changed once announced, except in an emergency and only with the permission of the dean of studies.

A student having three or more regularly scheduled final examinations occurring in three consecutive examination periods or having two exams scheduled at the same time, may request that the dean of studies office arrange to reschedule one of them. The dean or class adviser will determine, in consultation with the instructors involved, which examination will be rescheduled and what the new date of the examination will be.

Instructors are not permitted to give special final examinations to individual students except by permission of the dean's office. The dean of studies and the dean of first-year students are available for consultation about examination problems.

C. Conduct of Final Examinations

Members of the faculty are urged to contribute as fully as possible to making conditions in the examination room conducive to quiet, good order and honorable methods of work. The students are expected to maintain the integrity of their own work. Instructors should, for regularly scheduled examinations, be available in case of need, such as undue noise, illness, late arrival of students or other emergency. Students are expected to be seated in alternate seats during examinations. They are permitted to take into the examination room only such materials as the instructor has prescribed. Examination books in regular exams may not be taken by the students from the room; in self-scheduled exams, they are to be returned directly to the proper person by the student, according to instructions. For scratch work or trial answers, students are expected to use the back pages of the examination books. No pages should be torn out or inserted.

In regular examinations, instructors should be on hand before the end of the examination to receive the books and to check with their class lists before leaving the room to be sure that none are missing and that pages are not torn out or inserted. The instructor is responsible for securing examination books. Instructors should not leave unused examination books in locations available to students.

D. Absence, Lateness and Failure

Whenever possible, instructors are notified in advance when a student is expected to be absent from an examination. Unexpected absences should be immediately reported by instructors to the Office of the Dean of Studies. It is important for instructors to observe this regulation so that, if warranted, arrangements may be made for make-up of work not completed.

Absence from examinations at the scheduled time is excused only by the appropriate dean and only for illness or serious emergency. After the dean confers with the student and determines that an "Incomplete" is necessary, an Incomplete form is issued with copies to the instructor, the Registrar and the student. A student who misses any examination because of illness at home must secure appropriate medical documentation.

Before submitting a grade for a student whose absence remains unexplained, the instructor should consult the Office of the Dean of Studies about the student's status. Only the dean's office may issue an Incomplete.

A student whose absence is not to be excused receives an F in the final examination. The grade for the course as a whole is determined by the instructor.

No examinations are given in the Infirmary except when authorized by the college Physician through the Office of the Dean of Studies. Such permission is given only in exceptional cases when students are no longer seriously ill but are still infectious or have an injury that confines them to the Infirmary.

A student who comes late to a final examination while it is still in session may be allowed, at the discretion of the instructor, to take the examination.

A student taking either a self-scheduled or a scheduled examination after the regular period will be given a new examination.

Seniors who fail a course examination at the end of the second semester may be permitted by the department, after consultation with the dean of studies, to take a re-examination before Commencement, if they fail in only one course. If they fail two examinations, they must, except in unusual circumstances, wait until September to take the re-examinations, with the approval of the departments concerned and the dean of studies.

Examination books should be kept for one year in case of dispute over grades. After that period, they may be returned to students, at the instructor's discretion.

The rules of conduct for examinations which are not final examinations, as well as exceptions from these rules, may follow the above principles. They are, however, established and administered by the individual instructor or, in some cases, by departmental legislation.

V. RELIGIOUS HOLY DAYS

2025-2026 Observances & Religious Holy Days for the Dean of the Faculty's Website and Handbook

Observances			
Jummah	Friday midday	Muslim/Islam	Weekly congressional prayer service. The observance, usually held at Pratt House, takes about 30 to 40 minutes between 1 p.m. and 2 p.m. and includes both a sermon (khutbah) and short prayer.
Shabbat	Just before sundown on Friday to an hour or so after sunset Saturday	Jewish	Weekly 25-hour Jewish observance from just before sundown Friday to an hour or so after sunset Saturday. There are many ways Jews observe Shabbat including going to services, meals with friends/family/beloved, refraining from work, intentional or no use of technology, and more. Some Jews do not do any work on Shabbat including classwork.
Worship	Saturday & Sunday	Christian	For Christians, Sunday is the most significant day of the week, as it commemorates the Resurrection of Christ. For Roman Catholics, there is the expectation that members gather as a community to participate in the Holy Sacrifice of the Mass. Catholic students are provided the opportunity to gather on Sunday evenings at Our Lady Seat of Wisdom Chapel at Marist University or at Vassar Chapel Tower Foyer at least once a month. Local Catholic parishes celebrate Mass on Saturday evenings and Sunday mornings. Other

			Christian denominations may choose to attend a weekly Ecumenical Service on Sunday afternoons, or to connect with one of the many local ecclesial communities. Typically, these services are held in the morning and early afternoon.
2025 Holy Days			
September 22 – 24 (sundown Monday, 9/22 to sundown Wednesday, 9/24)	**Rosh Hashanah**	Jewish	This marks the beginning of the Jewish year and is the first of the High Holidays and the 10 Days of Awe. Observance includes refraining from work, attending services, hearing the sound of the shofar, and holiday meals. Some Jews do not do any work on Rosh Hashanah including classwork
October 1 – 2 (sundown Wednesday, 10/1 to sundown Thursday, 10/2)	**Yom Kippur**	Jewish	The Day of Atonement--at the end of the 10 Days of Awe, and second of the High Holidays--is devoted to prayer, repentance and fasting. The Sabbath of Sabbaths in the Jewish calendar, it is the most widely observed Jewish holiday of the year. Observance includes refraining from work, refraining from eating and drinking from sundown to sundown, and attending services. Some Jews do not do any work on Yom Kippur, including classwork

October 18 - October 22 (Sunday – Wednesday; *with special emphasis on Monday, October 20*)	**Diwali (Deepavali)**	Hindu, Jain, Sikh	The festival of lights, celebrating the triumph of light over darkness, good over evil, and knowledge over ignorance. October 20 is the Hindu Amavasya, or new moon, when puja is offered to Maha Lakshmi.
2026			
February 16 - February 22 (Monday-Sunday, with an emphasize on Tuesday, February 17)	**Chinese/ Vietnamese/ Korean New Year**	Buddhist/ Daoist/ Confucian	Celebrated as the most important holiday of the year in the East Asian Lunar calendar (also known as the Chinese lunar calendar). The holiday is observed primarily in mainland China, Hong Kong, Taiwan, Macau, Vietnam and Korea, and also many Southeast Asian countries with significant populations from the above regions. (secular in origin; observed across religious and secular communities throughout East Asia cultural regions excluding Japan)

Friday, February 17 – Sunday, March 18 (sundown Tuesday, 2/17 to sundown Wednesday, 3/18). Exact dates may vary, depending on the sighting of the new moon.	**Ramadan**	Muslim	The (lunar) month of fasting. Muslims abstain from eating and drinking from dawn until sunset. The last ten days have special significance, whereby Muslims pray late into the night and early morning.

February 18	**Ash Wednesday**	Christian	The beginning of Lent, the 40–day time of preparation, prayer and repentance which leads up to Easter, the most important season in the Christian calendar. Refraining from class or assigned work is *not* expected, but please note the 5pm service on campus is attended by many Christian students
March 19 – March 20 (sundown Thursday, 3/19 to sundown Friday, 3/20). Exact dates may vary, depending on the sighting of the new moon.	**Eid al Fitr**	Muslim	This celebration marks the end of the month-long Ramadan fasting and is known as the “Festival of the Breaking of the Fast." Students may choose to go home to celebrate, or may take the day off to celebrate on campus and with local community.
Sunday, March 29 – Sunday, April 5 March 29 – Palm Sunday April 2 – Holy Thursday April 3 – Good Friday April 4 – Holy Saturday April 5 – Easter Sunday	**Holy Week/ Easter**	Christian	The most important Christian holidays, marking the Last Supper, passion, crucifixion and resurrection of Jesus of Nazareth. Holy Week begins on Palm Sunday, with a day of holy observance on Holy Thursday, Good Friday, Holy Saturday, and Easter Sunday.

April 1 – 9 (sundown, Wednesday, 4/1 to sundown, Thursday, 4/9). Seder Nights: Wednesday, April 1st and Thursday, April 2nd	**Passover**	Jewish	Passover commemorates the liberation of the Israelites from Egyptian bondage. "Seders," ritual feasts at which the story of the Exodus is recounted, are conducted on the first and second nights, followed by six more days of observance during which dietary restrictions apply. Some Jews do not do any work including coursework from sundown to sundown on the first two days of Passover and on the last two days of Passover. Some students may request Kosher for Passover food for events, Kosher for Passover food is available via Gordon Commons.

When planning courses, instructors are asked to consult the list of religious holidays and observances maintained by the Office of Religious and Spiritual Life & Contemplative Practices (RSLCP) to avoid scheduling examinations or major assignments on those dates. Although classes may be held on religious holidays, students should be informed at the beginning of each term that absences for religious observance are not to be penalized.

Students who plan to miss class for religious reasons are expected to notify their instructors in advance and arrange to make up any missed work. To ensure a smooth process, students should communicate anticipated absences no later than the end of the add period for Full-Term and First Six-Week courses. While late requests may still be considered, delayed notice may limit the availability of certain accommodations. Faculty are required to provide appropriate accommodations, including equivalent opportunities to complete missed exams, assignments, or other academic obligations without penalty. Instructors should respond to student requests in a timely and reasonable manner. Once an accommodation has been agreed upon, it must be filed with the Dean of Studies Office using the **Academic Accommodations for Religious Observance Form**, available on the Dean of Studies website.

Instructors are encouraged to consult the RSLCP calendar when designing syllabi and scheduling major assessments. Faculty who choose not to teach on a religious holiday should inform their department chair and students at the beginning of the term. Whenever possible, they should arrange for a colleague to cover the class or schedule a make-up session in advance.

VI. THE GRADING SYSTEM

A. Grading Standards

The faculty reinforced its firm adherence to these standards during deliberations in 1977:

Grade	Description
A	indicates achievement of distinction. It involves conspicuous excellence in several aspects of the work.
B	indicates general achievement of a higher order. It also involves excellence in some aspect of the work, such as the following:
	Completeness and accuracy of knowledge
	Sustained and effective use of knowledge
	Independence of work
	Originality
C	indicates the acceptable standard for graduation from Vassar College. It involves in each course such work as may fairly be expected of any Vassar student of normal ability who gives to the course a reasonable amount of time, effort and attention. Such acceptable attainment should include the following factors:
	Familiarity with the content of the course
	Familiarity with the methods of study of the course
	Evidence of growth in actual use both of content and method
	Evidence of an open, active and discriminating mind
	Ability to express oneself in intelligible English
C-, D+ and D	indicates degrees of unsatisfactory work, but below standard grade. They signify work which in one or more important respects falls below the minimum acceptable standard for graduation, but which is of sufficient quality and quantity to be counted in the units for graduation.
F	indicates failure because the student has failed on the combined record of work through the semester and the final examination, or because the student has abandoned a course after the drop deadline without permission for withdrawal given by the dean of studies.
	A student who receives an F in the first semester in a yearlong course may not continue in the course for the second semester, except with the permission of the department.
	Work evaluated, as F may not be counted toward the degree.

B. Ungraded Work

The terms applied to performance in ungraded work are "Pass with Distinction" (DS), "Satisfactory" (SA), and "Unsatisfactory" (UN). "Pass with Distinction" applies only to 298, 399, 499, 400, to 300 and 301 at the decision of the individual departments, and to certain advanced courses in Education. "Satisfactory" is defined as work that is C or above. "Unsatisfactory" means work of below C in quality. No credit toward the degree is offered for work with this evaluation.

C. The Non-Recorded Option (NRO)

The purpose of this option is to allow students to explore areas of the curriculum in which they may feel less well-prepared or which may be entirely new to them without the pressure of precise, graded evaluation. Instructors, or sometimes departments, determine whether a course will or will not be offered with the non-recorded option. Once established, a course's designation may not be changed during the term in which it is being offered.

Departmental stipulations for the exercise of this option appear in the Schedule of Classes. Courses in a student's concentration may not be taken NRO after declaration of the major. In courses designated in the Schedule of Classes as being offered under the non-recorded option, students may file a form with the Registrar, by the end of the ninth week of the semester, indicating the lowest grade they wish recorded on their permanent record for the course. If the grade submitted by the instructor at the end of term is at or above the designated level, it is recorded and if it is below that level but still passing (not F), a grade of PA is placed on the student's record. If the student fails the course, a grade of F is recorded.

A student may elect a maximum of 4 unites of work under the non-recorded option. A course elected under the non-recorded option for which a grade is in fact received nonetheless counts as part of this "4 unit" limit. For students this limit is reduced by 1 unit for each year of Advanced Standing awarded to the student.

D. Miscellaneous Grades

Grade	Description
WP	(Withdrawn Passing) is a grade assigned by the Registrar to those students who successfully completed the first semester and subsequently withdrew from a full year course. This grade yields no credit and bears no penalty.
WD	(Withdrawn Without Penalty) is a grade assigned by the Registrar to those students who have withdrawn from course with the permission of the dean's office after the drop period. This grade yields no credit and bears no penalty.
NG	(No Grade) is a notation for all non-credit courses, such as music performance.

E. Incomplete Grades

Grade	Description
NA	(Not Available) is a notation for special cases where, with the permission of the dean's office, and in consultation with the instructor,

	an "Extension" is granted and an individual grade is delayed. Extensions may be granted only by the dean's office and allow students a short period of additional time beyond the schedule due date in which to complete their work. An NA may also be given by a department at the end of the first semester in certain Senior Work (300, 301) when the work has not yet been completed. A grade of NA may not be recorded without the permission of the dean of studies office.
IN	(Incomplete) indicates a deferred (excused) examination or work not completed for reasons of health or serious emergency. Grades of Incomplete are granted only by the dean of studies, the dean of first-year students, or the Advisors to Seniors, Juniors, and Sophomores. The instructor, department chair, or college Physician may be consulted as appropriate. Work must be completed by May 1 of the following year in the case of a first semester Incomplete, or October 1 of the same year in the case of a second semester Incomplete. If the work is not completed, the final grade for the course may become an F. No extensions may be granted other than by the appropriate person in the dean's office. All grades for Incompletes must be submitted no later than two weeks after the due date for such work.

F. Provisional Grades

A department may offer provisional grades for a-b and a/b courses, provided that the Registrar and the students are notified of this intention at the beginning of the academic year. For the student electing both terms of such a course, the final grade received at the end of the year automatically becomes the grade that will be recorded on the student's transcript for both the first and second semesters. For the student who elects only the a-term of a provisionally graded a/b course, the first semester grade is final.

G. Course Grades

The grade in a course must not be based on an examination alone, but must take into account the quality of the student's work throughout the semester.

H. Grade Average

Standing in college and the requirements for graduation are determined by dual standards, one of quality and the other of quantity.

The quality of the work is measured by the quality points and the grade average; the quantity, by the units completed. The semester and yearly grade average is the ratio of the total number of quality points received to the total number of graded units elected.

The cumulative grade point average is computed to the first decimal and appears on each copy of a student's transcript. The final cumulative grade point average is noted on each student's record at graduation.

Each unit with a mark of A counts 4 quality points; A-, 3.7; B+, 3.3; B, 3.0; B-, 2.7; C+, 2.3; C, 2.0; C-1.7; D+, 1.3; D, 1.0; F, 0.

I. Reporting Grades

Course grades are due the third day after the final examination is held. More time will be allowed where needed, but the Registrar's office must be notified if the due date cannot be met.

Grades for courses with no examinations are due on the first day of the examination period.

When an Extension has been granted by the dean of studies office, after consultation with the instructor, the grade may be reported at a later date. In the meantime, an NA is entered for that course.

In the case of senior grades at the end of the second semester, it is imperative that instructors meet deadlines without fail.

Grades for summer work, Extensions, and Incompletes are due two weeks after the final work is due.

Academic report cards for all students receiving grades of C- and below must be submitted at the time of the submission of grades for the appropriate dean to use in review with the Committee on Students' Records.

Instructors may not disclose course grades to students in advance of being reported by the Registrar. Students receive their grades shortly after the grade submission deadline.

(Amended by the Faculty on December 3, 2025)

J. Change of Grades

No grade may be changed after it has been reported to the Registrar's office unless authorized by the Dean of Studies. The dean will authorize changes only in cases of procedural, clerical or computational error and only upon receipt of written explanation of such an error. The faculty has reaffirmed the policy that instructors should be responsible for accurate marks at the time of submission. It is demoralizing to students and the faculty as a whole for individual faculty members to seek grade changes under student pressure for reconsideration. Therefore, the dean of studies will authorize a change only under extraordinary circumstances.

In cases where a grade submitted indicates an incomplete or an extension without the authorization of the dean's office, the Registrar will record an NA and will notify the instructor of the date at which the course grade will automatically become a failing grade.

K. Academic Reports

At mid-term, instructors are expected to confer with students whose work is below C and to file an academic report card with the dean of studies office. These reports help identify and counsel students who are having academic difficulty. Academic report cards for students receiving final grades of C- or below are also required.

L. Warnings to Deficient Freshmen

Each instructor is responsible in early November for warning freshmen whose work promises to be below a grade of C and for reporting to the dean of first-year students any student who is failing or negligent in their course work. This warning should be given by

a specific grade, not by comments alone. Faculty are urged to take this responsibility seriously in order to help first year students avoid academic difficulty.

M. Review by the Committee on Students' Records

The status of all students whose academic records are unsatisfactory is reviewed periodically during the year by the Committee on Student Records on the basis of reports from each instructor, the Department of Health, the House Fellow or Resident in each house, and others who may give pertinent information. Students may be placed on academic notice, advised or required to take a leave of absence or withdraw, or required to change majors. Academic advisers are notified of all actions by the Committee on Student Records.

N. Academic Notice

Students who fail to maintain the required academic standards are placed on academic notice by the Committee on Student Records in order to give them another chance to prove that they are capable of remaining in college. Students are placed on academic notice at the end of any semester if their overall grade point average, their average in their major, or their average for that semester falls below 2.0. They remain on academic notice until a 2.0 average is achieved. Students who receive a grade of F or two D grades are also placed on academic notice.

O. Advised Withdrawal

Students who are advised at the end of a term to withdraw, but who choose to return, are warned that they will be under review at the end of the next term and therefore may be required to withdraw at the end of that semester.

P. Required Leave or Withdrawal

Before deciding to require the leave of absence or withdrawal of any student, the Committee on Student Records considers carefully full reports in each individual case. Therefore, the decision of the committee is final except in cases where important new evidence is offered after the decision has been reached. In such cases, a student may appeal the decision.

Any student whose withdrawal is required has, under the *Governance*, recourse to the faculty members of the Academic Panel for review, upon application to the dean of studies.

Q. Continuance in College

It is the general policy of the faculty to allow a student to continue through the year, but special circumstances may make withdrawal after a semester or during the term necessary.

In June, all students on academic notice are reviewed by the Committee on Student Records with regard to their continuance in college. Freshmen who at the end of the year have a grade point average of 1.5 or below usually may not return the following year. Exceptions to this rule of minimum eligibility may be made by the Committee on Student Records if failure has been due to causes beyond the control of the student or if the student shows decided promise. Continuance in college for other freshmen and for sophomores and juniors whose work is below grade is determined by the Committee on Student Records. The committee may require students, if they wish to continue, to change their fields of concentration.

Students who at the end of their junior year are below graduation standard will not be allowed to return to college for their senior year unless there are circumstances involved that warrant favorable action by the committee.

(Amended by the Faculty on December 3, 2025)

VII. LEAVES OF ABSENCE AND SPECIAL ACADEMIC PRIVILEGES

A. Leaves of Absence

Students who wish a leave of absence from their work during a semester are usually granted such a leave upon demonstration of necessity to the appropriate dean or advisor in the office of the dean of studies. Registration for a student leaving during the drop period of the semester will be canceled. The records of students going on emergency leave of absence after that time indicate withdrawal without penalty (WD) from all their courses for the semester. In general, a leave of absence for a given term will not be granted to a student after the last day of classes for that term.

A student who must be absent for more than three weeks during the semester will usually be obliged to withdraw from work that term. Arrangements in such cases must be made with the dean of studies. Students who seek academic or personal leaves of absence (see Catalogue) for subsequent semesters must conform to certain deadlines which will be posted at the beginning of the academic year.

B. Committee on Leaves and Privileges

All requests for academic leaves of absence, special privilege with respect to curricular requirements, acceleration etc. should be directed to the faculty Committee on Leaves and Privileges through the office of the dean of studies. All requests for privilege must be reviewed by the adviser. Requests for academic leaves and for acceleration must be accompanied by proposed academic programs reviewed and evaluated by the adviser.

VIII. GRADUATION

Graduation depends on the student's successful completion of all stated requirements for the degree. The determination of failure to meet the college requirements is the responsibility of the Registrar and the determination of failure to meet departmental or program requirements is the responsibility of the department or program chair. In the case of interdepartmental or multidisciplinary majors or majors in the Independent Program, all distribution and departmental requirements are the responsibility of the program. In the case of failure, an opportunity for make-up will be considered by the dean, in consultation with the Committee on Student Records and the departments and programs concerned.

A. General and Departmental Honors

By faculty legislation, general honors are granted to those graduates whose grade point averages rank them in the first 20% of the class. The Registrar determines this ranking just before commencement.

Departmental and program honors are granted according to criteria developed by the several academic departments and programs. These criteria are reviewed annually and, each spring, the academic records of nominees for departmental and program honors are reviewed by the faculty Committee on Student Records, which has responsibility for assuring their conformity with the established criteria.

B. Phi Beta Kappa

Vassar was the first women's college to be recognized by Phi Beta Kappa and received its charter in 1898. Members are elected by the Vassar chapter each spring. The basis for selection is evidence of high distinction in an academic program that exhibits breadth and substance and in which each of the general areas of the liberal arts—arts, languages, social sciences, and natural sciences—is well represented.

C. Sigma Xi

Sigma Xi is an international honor society of scientists and engineers dedicated to recognizing scientific achievement. Founded in 1886 at Cornell University, the society was designed to award excellence in scientific research and to encourage a sense of companionship and cooperation among scientists in all fields. Sigma Xi is a non-profit membership society of approximately 75,000 scientists and engineers. Nearly 200 Sigma Xi members have won the Nobel Price.

A Sigma Xi Club was established at Vassar College in 1959 and recognized as an active chapter in 1998. In 2001, the trustees of Vassar College approved the recognition of graduating seniors as associate members of Sigma Xi based upon their research accomplishments and academic record. Vassar College is one of the few liberal arts colleges in the country where graduating seniors are bestowed the honor of associate membership in Sigma Xi.

E. GENERAL INFORMATION

I. EMERGENCY RESOURCES AND INFORMATION

IN ANY EMERGENCY, CALL EXT. 7333 FROM ANY CAMPUS TELEPHONE. EMERGENCY BLUE PHONES ARE ALSO LOCATED THROUGHOUT THE CAMPUS.

A. Emergency Response Preparedness Statement

Emergency response preparedness is a continuous concern for the campus and constitutes part of the normal campus life and business planning. An emergency is deemed to exist whenever there is a campus-wide or serious incident or condition that urgently requires prompt action, that inhibits the continuity of normal operations, or that endangers lives or otherwise poses a serious threat to the campus proper. The **Vassar College Emergency Response Planning Group (ERPG**) consists of administrators and faculty from all major areas of the college, along with members of the campus College Senior Officers, Medical Services, Residential Life, Campus Safety and Facilities Operations. The ERPG convenes regularly to assess and plan for the college's ability to respond to emergencies or disaster situations that compromise the safety of the campus or that have a negative impact on business continuity. It also convenes instantly in the event of an actual emergency. Members of the Group and their designees are given access to an online Emergency Response Manual with instructions and protocols for campus response to emergencies. The manual is periodically updated. Emergency response tabletops or drills are conducted annually.

B. Instructions in the Event of an Emergency

At the first indication of an emergency, the ERG convenes and issues alerts and/or instructions to the campus via a network of messaging methods and processes, based on

the type of emergency. If the emergency condition is localized to a building, community members may be instructed to evacuate to the muster location identified on the fire evacuation maps found on every floor. If the emergency condition is widespread, community members may be instructed to evacuate to specific buildings based on specific geographic areas of the campus:

Residents/Office Users located in these areas would evacuate to the areas below	
North end of campus	Students' Building (ACDC)
South end of campus	Olmstead Hall
Central area of campus	Library
Eastern area of campus	Athletic Center/Walker

In the event of an emergency, unless otherwise instructed, all community members should get inside a building as quickly as possible. Get into a room, secure the door and close all blinds and windows. Facilities Operations staff and Security will ensure safety of egress and convey instructions from the ERG. If a single-building evacuation is ordered, community members will hear the local building fire alarm and should respond appropriately. If a large-scale evacuation is ordered, community members will hear an air horn signal in addition to electronic means (cell phone, email, web, pager, etc.) and should follow the instructions of the building captain. If shelter-in-place is ordered, community members will hear another air horn signal in addition to electronic means (cell phone, email, web, pager, etc.) and should follow the instructions of the building captain.

Fire Safety and Evacuation Instructions

Evacuation Procedure: When the fire alarm rings in a building, the following procedures should be followed:

1. Shut the windows and doors, if you are in your room. Do not, however, attempt to return to your room from another part of the building.

2. GET OUT of the building at once, using stairs. Elevators are NOT to be used during a fire or fire drill. Do not use fire escapes unless stairways are blocked or otherwise cut off.

3. Walk rapidly to the nearest exit, DO NOT RUN. Avoid panic; get out in a calm, orderly fashion.

4. Once out of the building, stay outside until the fire chief gives permission to return to the building or until instructions are given by a fire officer.

5. During a fire, the telephones in a building may not be used for incoming or outgoing calls except by authorized fire personnel. If you need to make a call, use a cell phone.

6. During a fire, automobiles may not be driven on campus roads, except by fire personnel.

Evacuation of Persons with Disabilities: The safe evacuation of all members of the Vassar College community in the event of a fire or emergency is of the utmost importance. We strongly recommend that all students and employees who have disabilities or impairments that might interfere with their safe emergency evacuation from campus buildings contact Office of Office for Accessibility and Educational Opportunity, ext. 7584. A list of persons needing evacuation assistance will be distributed to Campus Security as well as the Arlington Fire Department, in the event of an emergency.

II. CURRICULAR DIVISIONS

Arts	*Foreign Languages and Literatures*	*Social Sciences*	*Natural Sciences*
Art	Arabic	Anthropology	Astronomy
Dance	Chinese	Economics	Biology
Drama	French & Francophone Studies	Education	Chemistry
English	German Studies	Geography	Cognitive Science
Film	Greek & Roman Studies	History	Computer Science
Music	Hebrew	Philosophy	Earth Science
Physical Education	Hispanic Studies	Political Science	Mathematics and Statistics
	Italian	Religion	Physics
	Japanese	Sociology	Psychological Science
	Russian Studies		

Multidisciplinary Programs and degree programs.

The following list of degree programs includes the independent, interdepartmental, and the multidisciplinary programs. It is consistent with the inventory of registered degree and certificate programs maintained by the Education Department of the State of New York. Enrollment in other than the following registered programs may jeopardize a student's eligibility for certain student aid awards.

Africana Studies
American Studies
Asian Studies
Biochemistry
Earth Science and Society
Environmental Studies
Geography-Anthropology
Global Nineteenth Century Studies
Independent Program
International Studies
Jewish Studies
Latin American and Latinx Studies
Media Studies
Medieval and Renaissance Studies
Neuroscience and Behavior
Science, Technology, and Society (STS)
Urban Studies
Women, Feminist, and Queer Studies

III. COURSE PREPARATION: BOOK ORDERS, LIBRARY MATERIALS

A. Resources

Book Orders: Texts and other materials needed for class instruction to be purchased by students are ordered through the College Bookstore, located at 60 Raymond Avenue #1, Poughkeepsie, NY 12604.

https://collegestore.vassar.edu/

Library Reserve: The Reserve department processes books, articles and media materials faculty designate as required and supplemental readings for their courses. Many faculty opt to have materials digitized by the reserves department made available online; hard copies are housed in the Reserve Room. Please submit reserve request forms well before the beginning of classes to ensure that materials will be available when needed. The request form as well as additional information is available at the online address following, or you may email the reserve office (reserve@vassar.edu) or call x5796.

https://library.vassar.edu/using-the-libraries/forms/ordering-items
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Library Orders: Materials in all formats including books, videos, DVDs, microtext, and electronic resources may be ordered for the libraries collections through the Technical Services department. Requests should be submitted well before the items are needed. Online order forms as well as additional information are available on the Libraries web page.
https://library.vassar.edu/using-the-libraries/forms/home

Video Collection: The Vassar Library has a substantial video collection of material on VHF, DVD, and laser disk, located in the Reserve Room. Viewing equipment for individual users is

available in the space adjacent to the Reserve Room. The library film collection is included in the online catalog (http://vaslib.vassar.edu).

Media Resources: Many classrooms are equipped with VCRs and several larger classrooms have video projection systems installed. Equipment and rooms needed for the use of video, slide, and film sources may be arranged through Media Resources. For further information visit the Computing website at http://computing.vassar.edu/

Computer Classrooms: There are several computer classrooms available for both scheduled classes and one-time use. Many classrooms are equipped for computer projection. Arrangements are made through the Registrar, Media Sources, and Computing and Information Services.

Copy Center: Material for classroom distribution may be copied at the Copy Center, subject to copyright restrictions. A special copier for faculty research use is provided in the Library without charge; it is not intended for classroom material. The copy center has a color copier available.

B. Policy on Fair Use of Copyrighted Works for Education and Research

1. Policy Statement

As an institution devoted to the creation, discovery, and dissemination of knowledge, Vassar College is committed to complying with all applicable laws regarding intellectual property. That commitment includes the full exercise of the rights accorded to those who desire to use copyrighted works for educational purposes under the “fair use” provisions of federal copyright law, 17 U.S.C. Section 107.

It is therefore Vassar's intent to facilitate the knowledgeable and good faith exercise of full fair-use rights by faculty, students, librarians, and staff, in furtherance of the educational purposes of the college including teaching, research, education and related activities. To that end, through the Vassar

Libraries, the Director of Copyright Management under the Office of the Dean of the Faculty, and other appropriate offices, Vassar shall:

a) inform and educate its faculty, students, librarians, and staff about copyrights and the application of the fair use provisions;

b) develop and make available information concerning fair use and intellectual property laws generally and the application of the fair use provisions in specific situations; and

c) avoid adoption or support of policies or agreements tending to unduly restrict or hinder the fair use of copyrighted works for educational purposes.

In addition, Vassar shall defend and indemnify faculty, librarians, staff and student employees in the performance of their duties as necessary and appropriate in accordance with intellectual property laws and this policy. Vassar recognizes the intellectual property rights of its faculty arising from teaching in accordance to the Governance (Part 4, Article 1, Section 1. Academic Freedom).

One of the underlying principles of this policy is that a good faith exercise of fair use depends on the balancing of the four factors set forth on a case-by-case basis. The factors enacted by Congress and applied by the courts to evaluate whether a use qualifies as fair use are:

a) the purpose or character of the use;

b) the nature of the copyrighted work being used;

c) the amount and substantiality of the work being used; and

d) the effect of the use on the market for or value of the original.

To aid the reader in interpreting the four factors, a useful explanation of the meaning of these factors is available at the Fair Use and the Four Factors Test page in the Vassar College Copyright Guide at
https://offices.vassar.edu/copyright

For a full statement of the Vassar College Policy on Fair Use of Copyrighted Works for Education and Research please consult the copyright web.
(Approved by the faculty April 4, 2001; approved by the Board of Trustees, August 2001)

2. Assistance in applying the policy

Vassar College recognizes that innovative research and progressive instruction methods may give rise to the need for additional support in undertaking an analysis of fair use. For assistance with understanding or applying this policy, faculty should consult the associate director of reader services in the library, or refer to the Vassar College Guide to Copyright website.

IV. COMPUTING AND EDUCATIONAL TECHNOLOGY

The Office of Computing and Information Services (CIS) is responsible for all academic and administrative computing in the college. Led by the Chief Information Officer (CIO), CIS oversees the systems and services that support the use of information technologies by members of the campus community, and helps to guide the strategic plan for information technology at Vassar College. Faculty are provided with desktop or laptop computers that are connected to the campus network which provides access to the Internet and to an extensive set of campus resources, including email, the library catalog and reserve systems, other specialized software and file servers, and a course management system (Moodle). The College also has a campus-wide wireless network that is accessible from virtually every academic, administrative and residential building on campus as well as from a variety of outdoor locations. Multi-function Canon Printer / Fax / Scanners for faculty use are available in department offices or buildings, and the Vassar network is accessible from off campus (some resources may require the use of secure Virtual Private Network (VPN) connections; information on VPN can be obtained from CIS). Special software and equipment for multimedia development and materials production is available in the Digital Media Zone, located in the Main Library and large format color printing and scanning services are available via Media Resources, located in Main Building. All faculty are provided with a Vassar User ID which, along with their password, will be used for authentication on most campus computing resources.

For questions about Vassar accounts or other technology needs you may visit the CIS Service Desks, conveniently located in the Computer Center and College Center. You may also contact them at 845-437-7224 (x7224 from a campus phone) or via email at helpdesk@vassar.edu. The CIS Service Desks are open during normal business hours of Monday - Friday from 8:30 AM - 5 PM. For more information, see the CIS web site at computing.vassar.edu.

Academic Computing Services (ACS), a division of CIS, assists Vassar faculty to identify instructional technologies to enhance teaching and learning processes. Each academic department or program has a computing professional who is familiar not only with technology, but also with the discipline-specific problems and opportunities of the areas that they support. A complete list of ACS staff members and services can be found on the web at offices.vassar.edu/computing/acs/

The Committee on Academic Technologies (CAT) is charged by the Governance to develop and recommend policy related to academic and educational technologies; to gather information from faculty and students about instructional technology needs and initiatives and serve as advocates for those needs; and to solicit ideas from and inform faculty and students of new initiatives related to instructional technology. It shall consult regularly with the Classroom Committee, the Library Committee, CIS (especially ACS) and other relevant groups as needed to carry out these duties. In addition, CAT, the Dean of the Faculty, the Dean of Strategic Planning and Academic Resources, the CIO shall consult regularly on technological needs and initiatives related to the educational mission of the college

Media Resources, another division of CIS, provides media and audio-visual support services for classroom/academic and administrative events as well as media productions services, equipment loans, large format printing, scanning and more. More information about Media Resources can be found at computing.vassar.edu/media-resources. Requests for media support at events should be made through your campus calendar reservations in the Event Management System (EMS). Requests for consultation can be made by calling the office at 845-437-7480 (x7480 from a campus phone)
or via email at mediaresources@vassar.edu.

A. Computing Policies

The purpose of the information technology resources at Vassar is to support and enhance the college's program of teaching, learning, and scholarship. Such resources include, but are not limited to, computers, telecommunications equipment, data and voice networks (whether accessed locally or remotely), audio-visual equipment, technology and support staff. These information technology resources and facilities also provide important support for communication and administration. CIS strives to support the mission of the college by providing resources and facilities that are as extensive, effective, reliable, and as secure as

possible. This goal can be met only if members of the campus community use these shared resources in a manner that is legal, ethical, and respectful of others.

Use of Vassar's information technology resources is subject to the same regulations as any other campus resources, facilities or activities. Users should be aware that laws that apply to the larger society, such as those governing intellectual property and harassment, also apply in the electronic community. Information technology resources may not be used for purposes that are inconsistent with the educational mission of the college. Users must not knowingly engage in activities that interfere with the normal operation of the information technology resources. For further guidelines in appropriate use, individuals should refer to the college regulations.

Vassar College values the privacy of individual users and will respect that privacy whenever possible. By its very nature, electronically stored and transmitted information is vulnerable to interception, so users should always take precautions to protect sensitive files. While the college reserves the right to access files and transmissions on college-owned equipment, it will not normally invoke this right without the consent of the user. If access without the consent of the user is necessary, it will take place only with the approval of the appropriate senior officer, with notification to the president, except when the college is legally required or constrained to act otherwise.
(Amended by the faculty February 15, 2005)

B. Assignment of Computers

All Vassar full-time faculty are eligible to receive a desktop or laptop computer, as are guest and visiting faculty members and part-time faculty members on a 50% appointment. Computers for all faculty and support staff are upgraded on a 4-year allocation cycle, department by department. Full-time faculty and support staff receive a new desktop or laptop computer, where guest, visiting and part-time faculty members receive a repurposed and refreshed desktop or laptop computer. Classroom and laboratory computers are updated via this process as well.

Major classroom technology upgrades should be addressed to the Classroom Committee through the office of the Dean of Strategic Planning and Academic Resources. Special or emergency needs should be brought to the attention of the CIO.

Computers held by faculty and purchased from general allocation funds are considered resources of the college and may be reassigned as needed within the institution when staffing changes occur.

Department and program chairs should discuss with the Dean of the Faculty all computer needs of visiting, part-time, and new tenure-line faculty at the time of contract negotiations so that appropriate resources can be allocated.

The college is able is to provide only one computer per person/position, except in cases where additional computing is dedicated to laboratory or research projects, or exceptional computing resources are needed. Computers purchased as a part of either internal or external research funding are not included in the regular computer allocation cycle and are typically upgraded and replaced through the use of external funding. Plans for the replacement of such computers should be discussed with the CIO prior to the initial purchase.

CIS has several laptops and iPads available for short-term loan for special use. Requests for longer periods (such as summer travel) should be approved by your department chair

and made at least one month in advance. CIS can not guarantee the availability equipment for long-term loan.

C. Location and Return of Computers

All computing equipment purchased with Vassar funds (start-up, departmental, endowment, grant, etc.) belongs to the college and must be returned to the college whenever employment is ended.

CIS has responsibility for inventory and reassignment of computers. Departments/Programs have the responsibility of knowing what computers are assigned to them and where they are. Plans to change the assignment or location of computers within a department should be brought to the attention of CIS. This enables CIS to have accurate information concerning the machines in use and their location and helps the college in planning for replacement and new technology.

Desktop computers assigned to faculty members should remain in the office. Laptop computers can leave campus. Faculty cannot be provided with two computers, one for their office and one for home. Faculty should purchase a second computer in such cases; a loan for such a purchase is available through the student accounts office.

Faculty members may also continue using their computer when on leave. If a computer is taken home, or to another off-campus location, its security (from theft and damage) becomes the responsibility of the faculty member in question. (Personal homeowners and travelers insurance may be purchased for coverage). If a faculty member will not be using the college-provided computer while on leave, it cannot be put in storage or otherwise taken out of use. CIS will aid in the transfer and storage of personal data, pending return, so that the computer can be reassigned.

D. Software

New computers are issued with operating system and basic productivity software, including word processing, spreadsheet, email and other similar programs. CIS will update basic applications to the current level supported by the college. Additional applications, up to $500, are the responsibility of departments or users, to be purchased from their own operating budgets. More expensive software should be requested through the annual allocation process. CIS will help in reviewing new applications and finding trial copies. If, during the Allocation process, the software is made obsolete, CIS will fund the upgrade.

Repairs or modifications/upgrades should be arranged through CIS. CIS employs a full-time repair person who is able to repair some Apple equipment. Requests for repairs or upgrades to classroom technologies should be addressed to CIS. Departments and individuals should not order modifications/upgrades to college-owned equipment independently and should consult with CIS should repairs be needed.

E. Additional Computers

Sometimes, departments/programs or administrative offices wish to purchase a computer with their own budget monies. Purchasers must consult with CIS and follow CIS protocols for computer (or printer) selection. CIS is not committed to the support of equipment that has not been approved for purchase or which does not meet current specifications.

Computers purchased as a part of either internal or external research funding are not included in the regular computer allocation cycle and are typically upgraded and replaced through the use of external funding. Plans for the replacement of such computers should be discussed with the CIO prior to the initial purchase.

V. WEBSITES

Communications creates and maintains all Vassar's approximately 150 official websites. Website update requests should be emailed by the head of the department, or a designated content provider, to: webupdates@vassar.edu. For web design requests, contact the director of web development.

Web Updating
All updates to official websites should be emailed by the head of a department, or a designated content provider, to**:** webupdates@vassar.edu. Updates should be provided with as much lead time as possible. For requests longer than one page, or containing formatting such as bold or italics, please attach a Word document to the email.

Web Design
Contact Daria Robbins (drobbins@vassar.edu), Associate Vice President for Creative Direction, with web design requests.

Personal Websites
Communications does not create or maintain personal websites. Academic Computing Services provides resources and expertise to help faculty build their own websites on several different web publishing platforms. The two most popular tools are pages.vassar.edu, great for getting going quickly or vassarspaces.net, which provides more customization and design flexibility. For help getting started, please email acs@vassar.edu.

Visit the Computing and Information Services (CIS) website for more information:
http://computing.vassar.edu/guides/websites/

Personal websites belonging to members of the campus community are not monitored, but are expected to reflect the community's regard for ethical behavior, including adherence to the principle of civil discourse as stated in the College Regulations, and to the "Computer Regulations" section within it. The College Regulations are available for download on this page: https://offices.vassar.edu/dean-of-the-college/documents/college-regulations/

VI. OPEN ACCESS POLICY

The Faculty of Vassar College is committed to disseminating its research and scholarship as widely as possible. The Vassar College Libraries endeavor to make eligible faculty work publicly available in an open-access online repository.

Each member grants to Vassar College permission in the form of a nonexclusive, worldwide license to reproduce and publicly distribute, via Vassar's institutional repository, each of their peer-reviewed scholarly journal articles, provided that the articles will not be sold for profit. Each faculty member is expected to provide an electronic copy of the accepted manuscript of each article to the repository in an appropriate format as specified by the Vassar College Libraries.

The policy applies to all scholarly articles authored or co-authored while the person is a member of the Faculty of Vassar College; work complete prior to appointment at Vassar can be submitted at the faculty member's discretion. For articles with copyright restrictions, and/or upon the express direction of the faculty author, the Office of the Dean of the Faculty will not apply the policy for a particular article or delay access

for the necessary period of time. In collaboration with the Library Committee, the Office of the Dean of the Faculty will be responsible for interpreting and applying this policy.

VII. POLICY ON REPORTING IMPROPER OR UNLAWFUL ACTIVITIES AND PROHIBITION OF RETALIATION

Introduction

This policy governs the reporting and investigation of claims of certain types of improper or unlawful activities as defined below and the prohibition of retaliation against individuals reporting such activities. It describes the procedures to be followed for the investigation of reports of improper or unlawful activities and for addressing complaints of retaliation for raising such issues. Nothing in this policy shall in any way prevent Vassar College ("the College" or "Vassar") from acting in any manner that is consistent with its responsibilities under any applicable law concerning improper or unlawful activities, nor shall anything in the policy modify, replace, or supplant any obligation that any individual has under any other policy of the College.

Policy Statement

The College seeks to achieve its mission as an educational institution by conducting its affairs ethically and fully complying with all applicable laws, rules, regulations, ordinances, Executive Orders, judicial and administrative decisions, rulings and orders, and ethical standards and College policies. The College acknowledges its responsibility for the stewardship of public and private resources provided in pursuit of that mission. Vassar trustees, officers, employees, independent contractors, and volunteers performing services for the College ('Protected Persons") are expected to adhere to high standards of professional and ethical conduct in carrying out their duties. The College's Governance, policies, management, internal controls, and operating procedures are designed to prevent, deter, and, if necessary, detect improper or unlawful activities. To these ends, the College has established the following procedures to investigate, address, and report, as appropriate, claims of improper activities. These procedures include measures to prevent, and if necessary to respond to, any retaliatory action taken against a Protected Person who, in good faith, reports improper activities.

'Improper Activities" are defined, for purposes of this policy, as actions or failures to act by the College itself, or by its trustees, officers, employees, independent contractors or volunteers in the course of their duties, which may result in violations of applicable law, rules, regulations, ordinances, Executive Orders, judicial and administrative decisions, rulings and orders, and ethical standards and College policies.

Examples of Improper Activities include, by way of example, and without limitation:

- Financial fraud (including bank fraud) or fraudulent statements to any governmental entity;
- Intentional or grossly negligent misstatements, misrepresentations, falsifications, deceptions, or fraud in preparing, reviewing, or auditing any financial statement or report of the College;
- Significant deficiencies in, or intentional noncompliance with, the College's internal accounting controls;
- Theft of the College's assets or embezzlement;
- Misuse or waste of the College's resources;
- Activities endangering the health or safety of the College community or others;
- Misuse of data, either physical or electronic;
- Violations of applicable laws, rules, regulations, Executive Orders, judicial and administrative decisions, rulings, and orders;
- Unlawful discrimination or illegal workplace behavior;
- Violations of ethical standards or any corporate policy adopted by the College or its Board of Trustees, including but not limited to, this policy and the College's Conflicts of Interest Policy;

- Use of official authority, directly or indirectly, to discourage a Protected Person to report a suspected Improper Activity;
- Retaliation against individuals who submit reports or voice concerns about any above.

This policy is not intended to replace the College's applicable student conduct policies, human resources policies, or grievance procedures related to alleged discrimination based on protected class, sexual or any other form of unlawful harassment, or sexual violence. Those policies, found in the Vassar College Regulations, the Faculty Handbook, Administrative Handbook the most current Collective Bargaining Agreements, are designed to address individual grievances and personal complaints.

Procedures for Reporting Improper Activities

Protected Persons are encouraged to use the procedures outlined below to report Improper Activities.

1. **How to Make a Report**. A report of Improper Activities may be made by any Protected Person by writing to the Chair of the Audit Committee, in care of the Secretary of the Board or, Vice President for Technology & Human Resources and CIO or, if the report involves the Chair of the Audit Committee, to the Chair of the Board of Trustees. The Chair of the Audit Committee is hereby designated to administer this policy.

   Vassar uses EthicsPoint, a third-party service provider, to provide you with a way to report activities that may involve unethical or otherwise inappropriate activity or behavior in violation with applicable laws, rules, regulations, and policies at the College. Reporting is available 24 hours a day, 365 days a year. You may also choose to report information anonymously.

   THIS IS NOT A 911 OR EMERGENCY SERVICE:
   Do not use this site to report events presenting an immediate threat to life or property. Reports submitted through this service may not receive an immediate response. If you require emergency assistance, please contact local authorities.

   Make a report online: http://vassar.ethicspoint.com/
   - **To report by phone:** 833-254-0811
   - **Report in Writing:** The College recommends that reports of Improper Activities be made in writing to the attention of Special Assistant to the President and Board Secretary, Office of the President, Vassar College, 124 Raymond Avenue, Box 1, Poughkeepsie, New York 12604

2. **Report Promptly.** Reports should be made promptly; the passage of time increases the difficulty of verifying allegations.

3. **Handling of Reports**. The Chair of the Audit Committee or the Chair of the Board of Trustees, as applicable, will ensure that an investigation appropriate to the allegation, including, if appropriate, the retention of legal counsel, accounting, or other specialists, takes place promptly and thoroughly. The reporting party is not an investigator nor finder of fact, nor do they determine the appropriate corrective or remedial action that may be warranted. If an individual submitting a report self-identifies and provides contact information, the Chair of the Audit Committee or the Chair of the Board of Trustees, as applicable, will acknowledge receipt of the report. The Chair of the Audit Committee or the Chair of the Board of Trustees, as applicable, will report the findings of any investigations to the Audit Committee.

4. **Confidentiality.** The College will treat the information provided with discretion and confidentiality to the extent permitted under law. There may exist circumstances where the College is required to disclose information it is provided, consistent with the need to conduct a thorough and complete investigation. The subject (s) of the report may be notified of the investigation, as the circumstances

may require unless prohibited by law. If the confidentiality of the reporting party's identity or information provided must be disclosed, the reporting party will be given notice, if possible.

5. **Cooperation with Investigation**. Vassar expects full cooperation from all individuals in the investigation of a report. An employee's failure to participate or otherwise cooperate in an investigation may result in disciplinary action, up to and including termination of employment.

6. **Response to Violations.** The Chair of the Audit Committee or the Chair of the Board of Trustees, as applicable, will review reports relating to investigations and will make recommendations as to appropriate responses to the Audit Committee. The Audit Committee will review all recommendations and respond with remedial or disciplinary action as appropriate to a finding of Improper Activities. Any allegations of improper activities that may result in subsequent actions bringing disciplinary charges against an academic, administrative, or staff member shall be coordinated with the applicable academic and administrative or staff personnel conduct and disciplinary policies. Any person who is the subject of a whistleblower complaint may not be present at or participate in Board of Trustees or Audit Committee deliberations or votes on the matter relating to such complaint, unless the Board of Trustees or Audit Committee requests that such person present information as background or answer questions at a meeting before the commencement of deliberations or voting relating thereto. No trustee who is an employee of the College may participate in any Board of Trustees or Audit Committee deliberations or voting relating to the administration of this policy.

7. **Policy of Non-Retaliation**. The College prohibits any retaliation. No individual, including Protected Persons and former employees, shall suffer intimidation, discrimination, retaliation, or in the case of an employee, adverse employment consequences (whether under this policy or otherwise in a manner that is protected under Section 740 of the New York State Labor Law) for: (a) making a good-faith or reasonable report of Improper Activities; (b) refusing to perform actions that a Protected Person in good faith or reasonably believes would result in a violation of applicable law, rules, regulations, ordinances, Executive Orders, judicial and administrative decisions, rulings and orders, and ethical standards and College policies; or (c) participating in any internal or governmental investigation of a report of Improper Activities. Incidents of retaliation should be reported immediately to the Assistant Vice President for Institutional Equity and Title IX Coordinator for issues involving administrators, staff, contractors, and volunteers, to the Faculty Director for Institutional Equity for issues involving faculty, or to the Chair of the Board of Trustees on matters involving Trustees, and such person will investigate and report the findings to the Chair of the Audit Committee. Reports of retaliation will be investigated promptly, and disciplinary action will be taken where the report is verified and/or substantiated.

8. **Report to Audit Committee.** All investigations and claims of retaliation under this policy will be compiled annually by the Chair of the Audit Committee, the Assistant Vice President for Institutional Equity and Title IX Coordinator, and the Faculty Director for Institutional Equity, and a summary written report will be provided to the Audit Committee.

9. **Records.** The College will retain on a strictly confidential basis for seven (7) years (or otherwise as required) all records relating to any reported concern and the investigation and resolution thereof. All such records are confidential to the College, and such records will be considered privileged and confidential, subject only to a lawful subpoena or other recognized government authorities.

Distribution of Policy

The College shall inform and provide a copy of this policy to all Vassar employees, students, trustees, officers, independent contractors, and volunteers who provide substantial services to the College. The College may satisfy this requirement by posting this policy on its website and in the College's offices in a conspicuous and well-lighted location accessible to and frequented by employees and applicants for employment at the College. Notification regarding the rights provided under New York Labor Law Section 740, attached as Appendix "A" to this policy, shall be included with such postings.

Contact Information

- Chair of Audit Committee, Attn: Deputy to the President and Secretary of the Board of Trustees; tel: (845) 437-5909; email: boardsecretary@vassar.edu
- Vice President of Operations for Technology and Human Resources and CIO, 124 Raymond Avenue, Box 13, Poughkeepsie, New York 12604-0013; tel: (845) 437-7248
- Assistant Vice President for Institutional Equity and Title IX Coordinator or Faculty Director for Institutional Equity, Office for Institutional Equity and Title IX, Box 645, Poughkeepsie, New York 12604-0645; tel: (845) 437-5334, email: equity@vassar.edu

VIII. THE OFFICE OF THE LEARNING, TEACHING, AND RESEARCH CENTER

The Learning, Teaching and Research Center (LTRC), located in the Library, is comprised of the programs offered by the Director of Inclusive Pedagogy for Engaged Pluralism, the Director of the Writing Center, the Director of the Center for Quantitative Reasoning, and the Faculty Directors of Teaching and Research Development, in consultation with the Associate Dean of the Faculty and Dean of the Faculty. Together, they offer a coordinated set of activities—workshops, programs, lectures, small group consultations—that seek to bind the values of equity, inclusion, and belonging within the ongoing work of deepening faculty and student capacity for effective teaching and transformative learning.

The LTRC connects students and faculty with one another across disciplines, recognizing that both students and teachers are involved in learning, leading, and scholarship. The center's mission includes helping students realize their academic potential and achieve their educational goals as well as supporting faculty in their professional development. To that end, the LTRC houses thriving peer--tutoring programs in writing, in quantitative reasoning, and in core academic skills. LTRC staff also design and lead faculty development seminars informed by their work with students, and encourage faculty to see how their research informs their teaching and vice versa.

The LTRC houses the Writing Center, which is staffed by peer consultants who are trained to work with students on a wide range of written work from research papers to critical essays, lab reports, or creative pieces, and at every stage of the writing process from rough draft to final revision. The Quantitative Reasoning Center offers an alternative learning site for students enrolled in courses that fulfill the Quantitative Analysis requirement. Supplemental Instruction (SI) program provides weekly peer-facilitated study sessions for specific courses in mathematics, chemistry, and physics. A team of peer academic coaches, coordinated and supported by the Director of Inclusive Pedagogy, offer workshops and one-on-one consultation to support students interested in strengthening core study skills such as note taking and time management. The LTRC also houses the Student Teacher Engaged Pedagogical Partnership (STEPP), a semester long faculty-student pedagogical partnership.

The LTRC also works closely with the Office of Accessibility and Educational Opportunity, the Director of Engaged Pluralism, the librarians, and Academic Computing Services on programming for both faculty and students.

The LTRC provides a variety of services for faculty, including formal and informal workshops and discussions throughout the year and also sponsors campus-wide programs and lectures.

FACULTY TEACHING DEVELOPMENT

The LTRC offers a wide range of support for faculty members. The LTRC holds discussions and workshops for faculty throughout the year on such topics as creating an inclusive classroom, teaching a first-year writing seminar, understanding neurodiversity, using technology in the classroom, grading

effectively, creating a teaching portfolio, and valuing diversity in the classroom. For more information, contact the Faculty Director of Teaching Development or the Director of Inclusive Pedagogy.

Faculty teaching writing-intensive courses can request a designated peer consultant to work specifically with their students throughout a semester. Also, the Writing Center Director can meet with faculty about the design of writing assignments. For more information, contact the Writing Center Director.

The LTRC staff members are available for individual consultation regarding faculty teaching development, syllabus writing, planning a research agenda, and finding a satisfying and workable balance between teaching and research.

FACULTY RESEARCH DEVELOPMENT

The Faculty Director of Research Development offers support for all stages of a research project, including formulating the project, identifying funding sources, applying for grants, and publishing. Much of the time, these services take the form of consultations between the director and individual scholars. Occasionally, in addition, the director brings together groups of faculty with related research interests or at similar career stages to discuss issues of mutual concern. The Faculty Directors of Research and Teaching Development offer collaborative workshops to assist faculty to identify creative ways to integrate teaching and research. Together with the Committee on Research and the Grants Office, the Faculty Director of Research Development facilitates the research activities of faculty at all stages in their careers. Assistance and advice provided during consultations are confidential and are not connected to College evaluation processes. Contact the Faculty Director of Research Development.

IX. LECTURES AND SPECIAL EVENTS

Vassar has a very rich tradition of lectures and special events, sometimes conflicting with one another. The over-arching purpose of Dean sponsored lectures is to promote a lively campus culture of intellectual and creative exchange featuring events of outstanding interest that are appealing and accessible to a wide spectrum of the Vassar community. Highest priority for funding will go to events most in accord with this purpose. For specific guidelines and instructions see the following or visit the following website https://offices.vassar.edu/dean-of-the-faculty/resources/forms/

Lectures and other special events are scheduled through the Office of Campus Activities. The office also maintains the "College Calendar" found on the college website. When planning or scheduling a lecture or special event it is inherent that one first consult the college calendar, well in advance as possible, to be sure there are no conflicting events. http://campuscalendar.vassar.edu/mastercalendar/

Complete details about campus events scheduling procedures are in the "Programming Resource Guide" online at https://offices.vassar.edu/campus-activities/

A. Publicity

A brief description – name of speaker, sponsoring organization, title, time, and place. For the online calendar, email campusactivities@vassar.edu.

Publicity (on-campus/off-campus)
The Office of Communications (located on the second floor of Main Building, Box 9, x7404 or x7690) writes or approves all press releases and is available to help with the publicity of campus activities and events. Please contact the Office of Communications 5-6 weeks in advance for local publicity of your event, and 8-12 weeks in advance for national publicity.

Event planners must also include this statement on registration forms for conferences, workshops, or other events that require advance registration.

"Individuals with disabilities requiring accommodations or information on accessibility must contact the Campus Activities Office, (845) 437-5370 (or event planner's name and contact number)."

To reserve a display space on the College Center second floor "bridge," please visit the SARC. Posters cannot be larger than 36"x44". Poster cannot cover the clocks and must be hung in the spot your poster has been assigned.

Special equipment arrangements, such as microphones, projection equipment, film, slide or digital, are made through Media Resources through the EMS site.

Narrative and biographical text (no CVs) should be provided in a Word attachment as well as the event details (time, place, title, sponsor(s)), contact information, or in the body of an email, and digital images must be provided as high-resolution files (jpg format, 300 dpi). Check with Emily Darrow at x7690 for assistance. For inclusion in the following, please note the guidelines for dates: 4 weeks for Poughkeepsie Journal, 5-6 weeks for broadcasters such as WAMC Public Radio; 6-8 weeks for magazines such as *Chronogram*; 10-12 weeks minimum for magazines such as *Hudson Valley.*

If your department, office, or program is planning a major conference or event that you feel would be of interest beyond the region, please contact media relations as soon as possible. To properly promote events such as these to major media outlets, we should begin work with you **six months in advance** of the event if possible.

Here is a checklist of what we need to prepare and disseminate a press release (send information pasted into the body of an email or as an attached MSWord document):

- Event details (time, place, title, sponsor(s))
- Speaker / performer biographies
- Appropriate contact information within your department for additional information and/or provide a brief quote for the press release
- Speaker / performer availability in advance for media interviews
- High quality photos of speakers/performers (NB: Images extracted from a website are not scaled at a resolution high enough for media usage.)
- File Size: 1.5 - 2mb (minimum)
- Dots Per Inch: 300 DPI (image resolution)
- Actual Size: 8 inches (on the longest side)
- File Format: TIFF / JPEG
- Color Space: RGB

Posters are also designed and produced by the Publications Office a 3-4 week lead-time is necessary. Again, the necessary information to design and produce posters, the office needs the event details, digital images in high resolution files (jpg format, 300 dpi), contact information, and a budget number.

B. Accommodations

Alumnae House is an Inn administered by the Alumnae/i Association of Vassar College. For reservations or more information, call x7100. There are rooms for overnight guests as well as rooms that are available for special events, lectures, or dinner parties. Separate charges are applied to the function rooms. For information or room reservations call

x7100. For special events and use of the first floor, call the Innkeeper at 845-437-**7150**. Charges are not taxable when paid for by a college budget number. Charges paid with a credit card, with cash or a check are taxable.

C. Catering

The Living Room, Terrace, Dining Room, Library, and Pub are available for special events. There is a room charge and catering services are arranged with the Alumnae House caterer.

The Gordon Commons provides catering for special events. For menus, prices, and scheduling, contact the Catering Office at x5833. Informal catering is also available through "The Retreat" by calling x7170. Catering can be ordered on line https://vassardining.catertrax.com/

Catering is also available through outside vendors. Some are:
Main Course – 845-255-2600
Twisted Soul - (845) 705-5381 - (845) 454-2770

D. Lecture Proposal Deadlines and Guidelines

Vassar College academic lectures supported by the
Office of Dean of the Faculty – Fall 2025/Spring 206
Guidelines can be found on the Dean of the Faculty website

The overarching purpose of Dean-sponsored lectures is to promote a lively campus culture of intellectual and creative exchange featuring events of outstanding interest that are appealing and accessible to a wide spectrum of the Vassar community. Highest priority for funding will go to events most in accord with this purpose.

Email approval of funding from a member of the Dean of the Faculty office is required before making commitments to speakers or arrangements for publicity.

Guidelines:

- The Dean's office supports **12 lecture events per semester**.
- The Dean's office will not support more than one event in a single day or more than two events in a single week.
- Considerations weighing in favor of a proposal:
  - Eminence and excellence of proposed speaker
  - Broad appeal and multiple confirmed co-sponsors (co-sponsor financial contribution is not necessary but is helpful)
  - Opportunities for speaker to interact informally with students and faculty outside the immediate context of the lecture
  - *Timely submission of Fall proposals are due **May 30, 2025** and Spring proposals are due **November 7, 2025**. Proposals received on time will receive priority consideration. If slots remain available after these deadlines, they will be considered for the Fall until September 26, 2025 and for the Spring until February 20, 2026. These are firm final deadlines.*
  - Balance and equity - *Lectures funded by DoF, as a whole, should cover a wide range of disciplines and topics. Please note: Departments or programs with endowed lecture funds should draw on those funds before seeking additional funding from the DoF office.*
    - In order to make funds available to the full range of departments and programs, DoF will not ordinarily sponsor more than two lectures from a single department per semester

- Guidelines on honoraria:

  - High-profile speaker who is represented by an agency and is expected to attract a large campus audience. The agency will set the fee, although this is often negotiable.
    - Please note: These events typically require a speaker's agreement. Vassar has a standard agreement. If the speaker or speaker agent prefers to use their own agreement, it will need to be reviewed by Vassar's General Counsel. Upon finalization, the agreement needs to be signed by the Dean or Associate Dean of the Faculty
  - For other speakers: ordinarily range from $300 to $2,000.
- Lodging and transportation:
  - Transportation expenses should include round-trip airfare, tolls, and ground transportation at current IRS Mileage rates (70 cents per mile for car)
  - Lodging should be at Alumnae House (contact for pricing) or at The Heartwood at Vassar (contact for pricing)
- Hospitality may include modest meal expenses for the guest and selected members of the Vassar campus community. Gatherings should be small enough, generally up to six individuals, including the speaker, to allow everyone to interact informally with the guest. Suggested budget guidelines: $30 per person for lunches, $50 per person for dinners

Lectures should ordinarily take place at 5:30 or 7:30 p.m. Monday through Friday at times with few or no conflicting or contiguous public events on the campus calendar. Lectures scheduled for regular class meeting times are ineligible for lecture funding, although faculty may contact the Dean's office for modest honoraria, travel, and hospitality amounts for classroom visitors. *Please do not* request this through the Lecture Funding Google Form.

- Proposals should address the considerations above and accompany the "Request for Lecture Funds" Google Form. Do not email your request as it will not be considered until the Google Form is filled out. ***Email approval of funding from a member of the Dean of the Faculty office is required before making commitments to speakers or arrangements for publicity***
- Once your request has been approved, worktags will be made available to you and your office support staff member. For more information, visit the Lecture Funding: Accessing the Funds website
- If you have questions or need assistance, please contact Amy Jo Arndt at aarndt@vassar.edu

X. DEPARTMENT CHAIRS AND PROGRAM DIRECTORS 2025 - 26

Please note that the lists are at the following URL:
https://offices.vassar.edu/dean-of-the-faculty/staff/academic-department-chairs/

XI. FACULTY MEETINGS 2025 - 26

Day	Date	Time	Building
Thursday	August 28, 2025	3:15 p.m.	Rockefeller 300
Wednesday	September 10, 2025	3:15 p.m.	Rockefeller 300
Wednesday	October 15, 2025	3:15 p.m.	Rockefeller 300
Wednesday	November 12, 2025	3:15 p.m.	Rockefeller 300
Wednesday	December 3, 2025	3:15 p.m.	Rockefeller 300

Wednesday	January 28, 2026	3:15 p.m.	Rockefeller 300
Wednesday	February 25, 2026	3:15 p.m.	Rockefeller 300
Wednesday	March 25, 2026	3:15 p.m.	Rockefeller 300
Wednesday	May 6, 2026	3:15 p.m.	Rockefeller 300

XII. ELECTED FACULTY COMMITTEES AND APPOINTED STANDING FACULTY COMMITTEES

Recognizing the need for efficiency in a democratic system of governance, the faculty elects committees to perform certain functions. Participation in monthly general faculty meetings and service on committees are opportunities for, and necessary parts of, contributing to the shared governance of the college, especially in determining and directing the educational policy of the institution. In general, the faculty makes educational policy and reviews associated administrative practice. Faculty committees formulate and recommend policy to the faculty. The administration facilitates the work of the faculty and students by implementing these policies. Committees are accountable to the faculty and other relevant constituencies.

A. Eligibility

Committee membership is limited, except as otherwise specified, to members of the faculty and educational administration who have general suffrage, part-time faculty who have academic suffrage, and to students on designated committees. No faculty member is eligible for immediate reelection or reappointment to a particular governance committee unless specifically permitted in the statement describing a committee. However, one-year replacements are eligible for reelection or reappointment to a full term.

No member of the faculty may serve simultaneously on more than one of the following committees unless specifically required to do so in the descriptions of committee membership: faculty appointment and salary committee, faculty policy and conference committee, and committee on curricular policies.

Some committees have rank or tenure membership requirements. If a change in the status of a faculty member contravenes these requirements, then that member becomes ineligible to serve. The Committee on Committees fills the vacated position by appointment or election, as appropriate. Some committees have divisional membership requirements. For the purposes of representation on committees the departments of instruction are organized into three divisions: (1) arts and literature; (2) social sciences; (3) natural sciences and mathematics. Occasionally committees will also specify multidisciplinary representation.

B. Students

Where specified in the committee membership, participation by students in committee work constitutes an opportunity and expectation for student engagement in shared governance of the college. The processes for selection of student representatives are determined by the Vassar student association, unless otherwise specified. Unless required by the purpose of the particular committee, student members of committees do not have access to confidential information on their peers (e.g., admission records, academic records, family financial records) or employees of the college. Any committee actions in which sharing such information is necessary must work out mechanisms to maintain confidentiality.

C. Elections

The elections officer of the committee on committees conducts the balloting for standing elective committees, in the following order:

After a separate nominating ballot and before other committee elections, the following are elected: After a separate nominating ballot and before other committee elections, the following are elected: members of the faculty appointment and salary committee and the faculty policy and conference committee, the chair of the committee on research, the faculty co-chair of the library committee, the chair of the faculty committee on admission and financial aid, and the chair of the committee on assessment.
(Amended by the faculty Dec. 2013)

After a second nominating ballot, members of all other standing elective committees are elected.

Members of the faculty planning to be on leave for one semester or more of the succeeding year are not eligible for election or appointment to standing committees.

Members of the faculty under review for advancement in rank are not eligible for election or appointment to any position on a committee for which the Governance mandates election of or representation by members of specific rank(s).

D. Vacancies Prior to the End of Term

Vacancies in positions elected on the first balloting cycle are filled by a special election at the earliest possible date. Other vacancies in elective committees are filled by election when this can take place at the time of the regular elections. Otherwise vacancies are filled by appointment by the committee on committees. Appointments are made for a year or until the next general election. Vacancies for committee delegates selected by another committee are selected by that committee.

E. Principles of committee action:

- On each college committee, a simple majority of its voting members constitutes a quorum, provided that at least one-half of the faculty members are present.
- Decisions are reached by majority vote of the members present, assuming a quorum is present.
- Each committee submits an annual report, to be posted on the official Committee on Committees website. Where appropriate, links from that website to a committee site that contains additional information is encouraged.
- Each committee passes on its annual reports and summaries of on-going and continuing business, to its successor chair for information and guidance.
- Each committee reports to the faculty as promptly as possible any important action or deliberation. It reports to the faculty on general policy within its jurisdiction and on issues that the committee determines the faculty should consider.
- Members of the faculty have a right to appear at a committee's meetings and present their views on agenda items. During deliberations, only committee members may be present unless the committee has invited others to attend.
- The chair calls a meeting of the committee when requested to do so by one-third of its members.

COMMITTEES

1. Committee on Curricular Policies

Purpose: The committee on curricular policies (CCP) considers all policies and practices of the college related to the curriculum. CCP recommends changes in general curricular policy to the faculty. CCP considers proposed changes in department and program course offerings before presenting them to the faculty for approval.

Membership: The committee on curricular policies consists of: the dean of the faculty (chair); four members of the faculty, one from and representing each division and one multidisciplinary program steering committee member (currently serving at time of election), elected for two years with staggered terms so that two retire each year; two students from the student curriculum committee with majors in a

department and a multidisciplinary program, one of whom is ordinarily the Academic Executive of the Vassar Student Association (VSA); and, as non-voting members, the dean of studies and the registrar. No two divisional or multidisciplinary elected faculty members come from the same department or program. If a faculty member resigns from membership on the committee during their term, the Committee on Committees appoints a replacement representing the same division or, if the resigning member was the multidisciplinary program director member, another multidisciplinary program director representative. Faculty and student representatives to the committee consult on curricular initiatives with the constituencies they represent.

(Amended by the faculty on November 12, 2025)

The Committee on Curricular Policies oversees general educational policy, reviews educational and curricular policies, and recommends to the faculty significant changes in educational and curricular policies.

Faculty and student representatives to the committee consult on curricular initiatives with the constituencies they represent.

Changes to educational or curricular policy, including the organization of departments and programs, and significant curricular changes are placed on the faculty meeting agenda for discussion and approval. Other curricular changes approved by CCP are listed in the faculty meeting agenda packets. If a faculty member objects to a change included in the agenda packet by noon the day before a faculty meeting, the change is automatically referred back to CCP for further consideration in consultation with the appropriate parties. CCP may then include the change, with any amendments, in a future agenda packet or present it to the faculty for discussion and approval. Changes reported in the agenda packet to which no objections are raised are announced at the faculty meeting as having been approved. CCP approves editorial changes at its discretion.

The committee forms subcommittees that may include non-CCP members to work on particular issues. Subcommittees must include at least one voting member of CCP. Standing subcommittees of CCP include:

a. The quantitative analysis (QA) subcommittee oversees policy regarding the QA requirement and its implementation. It includes, at a minimum, the Dean of Studies, one student, and one elected faculty member from CCP who chairs the subcommittee. The subcommittee designates which new courses meet the established QA criteria and reviews existing QA courses for re-designation at least once every five years. The subcommittee also studies the effectiveness of the QA requirement and reviews and recommends changes to the criteria and policies pertaining to QA courses and the QA requirement.
b. The writing subcommittee oversees policy regarding the First-Year Writing Seminar (FWS) requirement and its implementation as well as instruction in analytical or argument-driven writing more generally in the college curriculum. It includes the Director of the Writing Center, Dean of First-Year Students, a librarian, an elected faculty member from CCP, and at least two other faculty members who have taught the FWS within the past five years, appointed by the Dean of Faculty to ensure broad representation and normally serving for two-year terms. The Director of the Writing Center serves as co-chair, and a faculty co-chair is elected annually by the subcommittee. The Director of the Writing Center also serves as Director of First-Year Writing, leading the writing subcommittee's support for the FWS, which includes designating which new courses meet the established FWS criteria, studying the effectiveness of the FWS and writing instruction at the college more generally, and reviewing and recommending changes to policies and practices pertaining to the FWS requirement.

c. The curricular review subcommittee reviews in detail the curricular or educational policy changes submitted to CCP prior to full committee consideration of those changes. It includes, at a minimum, the Registrar, one elected faculty member from CCP, one student, and a representative of the Dean of the Faculty.

d. A subcommittee of CCP advises the dean of the faculty regarding the authorization of tenure-track searches. The subcommittee consists of the four elected faculty members of CCP together with a recent

past chair of FASC and the current chair of FPCC. If there is no untenured faculty member of CCP, then the Committee on Committees appoints an untenured member of the faculty to be added to the subcommittee.

Minutes are kept in the Office of the Registrar. Significant curricular proposals recommended for approval appear in faculty meeting agenda packets.

2. Faculty Policy and Conference Committee

Purpose: The faculty policy and conference committee represents the faculty in relations with the trustees concerning substantial changes in educational policy and in terms and provisions of employment of the faculty an in matters of faculty housing policy.

FPCC confers with the trustees and administration on behalf of the faculty in establishing priorities for the allocation of the college's resources. It evaluates the incorporation of these priorities in the operating and capital budgets as prepared by the administration and approved by the trustees.

The faculty policy and conference committee is responsible for considering revisions to the following sections of the *Governance*: the relations of trustees and faculty, the educational organization of the college, the by-laws of the faculty, and faculty committees and for considering changes to the *Faculty Handbook*. Proposed changes to the *Governance* and the *Faculty Handbook* that are substantive in character shall be brought before the faculty for action. Minor changes that are intended solely to bring the documents into conformity with policy already approved by the faculty shall be reported to the faculty. Those changes that are objected to in advance by three faculty members shall be set down for faculty discussion; otherwise the faculty delegates to the committee the authority to make such adjustments. Changes that are purely editorial in nature – correction of grammar, typographical errors, and so forth – may be made by the committee at its discretion. The provisions of this section supersede other provisions concerning amendment of the *Governance* with which they may be in conflict.
(Amended by the faculty May 13, 2009)

FPCC serves as the faculty's committee on conference with the trustees with the exception of conferences reserved to the faculty appointment and salary committee and the faculty compensation committee.
The faculty policy and conference committee discusses matters of concern referred to the committee by faculty or administration; it may also initiate studies of its own. It may seek advice from, or refer specific matters to, other faculty committees.

Working with the faculty appointment and salary committee, FPCC annually assesses the performance of the president and the president's senior administration in a written report to the personnel committee of the board of trustees and discusses the report in a meeting with that committee.

FPCC serves as the faculty's committee on conference with the students.

Membership: The faculty policy and conference committee consists of three elected faculty members, one from each professorial rank (the professor is the chair); one elected budget member from the tenured ranks; the second-year full professor on the faculty appointment and salary committee; and a member from the committee on curricular policies, selected annually by the faculty members of that committee. The full and associate professors as well as the budget member serve 3-year terms and the assistant professor serves a two-year term. Upon promotion of the assistant or associate professor member during their term, the promoted member serves on the committee until a replacement is elected during a regular election to serve out the term being vacated. If a faculty member cannot fulfill the duration of their term, a special election will be held, and the new member will serve out the term being vacated. For the purposes of continuity, the terms of the chair and budget member will be staggered so that they do not end in the same year. In the

event that the end of the terms do coincide, the chair will serve one additional year. If this is not possible, the budget member will serve one additional year. These decisions will be made in consultation with the President, the Dean of Faculty, and the Committee on Committees.

3. **Faculty Appointment and Salary Committee**

Purpose: The faculty appointment and salary committee (FASC) advises the president and the dean of the faculty in accordance with the provisions of the Governance, (See The Educational Organization of the College: with listing of appropriate sections). FASC participates in appointments, reappointments, promotions, granting tenure, and reviewing dismissals. Only the three full professors act in cases of promotion from associate to full professor, and in granting tenure to persons hired at the rank of full professor. FASC reviews cases of extension of initial professor contracts and reappointments of two-year instructors when there is a negative recommendation from either the department or the dean.

FASC conducts its reviews independently, and then submits a recommendation to the dean of the faculty. Both FASC and the dean make a joint recommendation to the president. After all relevant substantive evidence, including external evaluations, has been considered, the president, the dean of the faculty, and FASC may meet with departments or programs if they require additional information or if their preliminary discussions indicate the likelihood of a decision contrary to the department's or program's recommendation. The Faculty Handbook describes the procedures for all appointments and reviews.

Faculty members are free to consult informally with any member of FASC. FASC, however, is precluded from responding to faculty members under review once their materials have been submitted for review, except under circumstances specified by the Faculty Handbook.

Working with FPCC, FASC, annually assesses the performance of the president and the president's senior administration in a report to the personnel committee of the board of trustees.

Membership: The faculty appointment and salary committee consists of three tenured professors, elected for three years, and two tenured associate professors elected for two years, one member at each rank retiring each year. The chair is the professor with the longest service on the committee. No department may be represented by more than one committee member. Continuity of service on this committee is essential, so individuals accepting nomination to the committee should plan to serve a full term.

4. Appeal Committee

Purpose: The appeal committee considers grievances by individual faculty members in matters of promotion, tenure and reappointment and hears certain other appeals as described in the Policy Against Discrimination and Harassment and the Policy on Consensual Relationships Between Faculty and Students. Only the following categories of grievances may be considered:

1. A faculty member on term appointment alleges that abridgment of academic freedom, as defined in Principles Underlying Relations of Trustees, Faculty, and Students significantly contributed to a decision to terminate the faculty member's appointment at its expiration. In such cases the procedures of the appeal committee are:

> a. To make a preliminary determination concerning whether the allegation of abridgment of academic freedom properly falls within the scope of academic freedom as defined by the *Governance*; and
>
> b. If the preliminary determination is affirmative, to recommend that the case be heard by a faculty review committee. In recommending that a case be heard by a faculty review committee, the appeal committee renders no judgment concerning whether an abridgment of academic freedom has actually occurred.

2. A faculty member alleges that a violation of the procedures and principles for the conduct of reviews contributed to a negative outcome in the faculty member's review for extension, reappointment, tenure, or promotion. The procedures for hearing procedural appeals are described in the Faculty Handbook chapter on Appointment, Extension, Reappointment, and Promotion.

3. When the remedy or sanction following a determination of a violation of the Policy Against Discrimination and Harassment could involve an adjustment to the normal procedures for a faculty review, the Appeal Committee determines what changes, if any, are necessary. The procedure for determining changes is described in the Faculty Handbook in the Policy against Discrimination and Harassment. A faculty member who believes a future, ongoing, or past review of the faculty member will be, is, or was affected by discrimination or harassment, as defined in the Policy against Discrimination and Harassment, should consult the Office for Institutional Equity and the Policy against Discrimination and Harassment for the appropriate procedures as soon as possible.
(Amended by the faculty, May 2015)

4. When faculty member has been a respondent in a harassment or discrimination grievance hearing, the appeal committee hears appeals of the sanctions and/or determination of the grievance panel. The procedures for hearing such appeals are described in the Policy against Discrimination, Harassment and Sexual Misconduct (https://offices.vassar.edu/eoaa/policies/).

5. When a faculty member appeals a determination or disciplinary action under the Policy on Consensual Relationships Between Faculty and Students. The procedures for hearing such appeals are described in the Faculty Handbook in the Policy on Consensual Relationships Between Faculty and Students.

Membership: The appeal committee consists of three tenured members of the faculty and two assistant professors. The term of service is two years. Two tenured members and one assistant professor retire in one year; one of each category of members retires in alternate years. No department chair or program director serves on the committee and no department is represented by more than one member. No member of FASC may be elected to serve on the appeal committee in the year immediately following the member's retirement from FASC. Each year the committee elects one of its tenured members as chair. If a member faces a conflict of interest in a particular issue before the appeal committee, the chair requests the committee on committees to appoint a temporary substitute.
(Amended by the faculty, November 2014)

5. Review Committee

Purpose: In the case of a recommendation to dismiss a faculty member for cause, the faculty member may request that a review committee be constituted. The review committee reviews the case and makes an independent recommendation to the president, the dean of the faculty, and the faculty appointment and salary committee as provided in The Educational Organization of the College.

The appeal committee may also request a review committee be constituted if a non-tenured faculty member alleges that an abridgment of academic freedom significantly contributed to a decision to terminate the faculty member's appointment at its expiration, as provided in The Educational Organization of the College. In such cases, the burden of proof rests with the faculty member for establishing the grounds upon which the allegations are based.

Membership: A separate review committee is constituted for each case. The committee on committees appoints the membership of the review committee, which consists of three tenured professors. The committee elects a chair from its membership.

6. Faculty Compensation Committee

Purpose: The faculty compensation committee advises the president on the aggregate amount that is annually allotted to faculty compensation and, in cooperation with the faculty policy and conference committee and the committee on benefits, on the nature and magnitude of faculty insurance, pension and

other benefits. The committee has the right to report to and confer with the appropriate trustee committee in the event that the faculty compensation committee's recommendation differs from that of the president.

The faculty compensation committee recommends general guidelines to the president, dean of the faculty, and faculty appointment and salary committee for the distribution of salary among ranks. The committee reports to the faculty after the conclusion of the allocation of faculty compensation.

Membership: The faculty compensation committee consists of the three professors of the faculty appointment and salary committee and the chair and budget member of the faculty policy and conference committee. The chair of FASC serves as the chair of the faculty compensation committee.

7. Committee on Committees

Purpose: After the results of elections to committees have been announced, the committee on committees chooses faculty members for vacancies on other committees including the following standing committees: climate action and sustainability committee, campus responsibility committee, college regulations committee, academic panel, committee on college life, and committee on housing. When elections fail to fill positions on elective college committees, the committee on committees fills those positions until the next election can lead to an elected representative on the committee. It selects faculty representatives on ad hoc committees when so authorized by the faculty. It also appoints the college marshal for a five-year term.

Membership: The committee on committees consists of four members of the faculty, two of them tenured, elected for two years with two retiring each year. The committee elects a tenured member to be chair and a second member to be the elections officer who conducts the balloting for standing elective committees.

The committee on committees is responsible for periodic review of the faculty committee structure and brings to the faculty recommendations for changes as the need arises.

Where appropriate, in making appointments, the committee on committees considers such criteria as departmental divisions, gender balance, minority representation, the balance between tenured and untenured members, and the representation of new faculty and acts in accordance with the requirements on committee structure laid out in the Governance descriptions of such committees. Ordinarily, the committee shall not invite to further service faculty who are serving as chairs of departments or programs or on other elected college committees.

The committee acts to ensure continuity in committees where simultaneous retirements take place; ordinarily this is done by extending the term of one member.

All records of the Committee on Committees are collected annually in a permanent file in the Dean of the Faculty office.

8. Committee on Housing

Purpose: The committee on housing supports the residential nature of the campus through the administration of housing policy related to Vassar's rental and leasehold properties. The committee on housing is responsible for considering general questions of housing policy and for the application of established policy to particular cases. The committee also serves as the body to which administrative rulings concerning housing may be appealed.

The enforcement of all provisions and regulations described in the Faculty Handbook is the responsibility of the dean of strategic planning and academic resources in consultation with the committee on housing.

Membership: The committee on housing consists of three members of the faculty, elected by the faculty for a term of three years, one member rotating off each year, two of whom are tenured and one untenured.

9. Library Committee

Purpose: The library committee collaborates with the Director of the Library on library policies, initiatives and new directions that affect the library's central role in the educational mission of the College. Its agenda reflects the curricular interests of the faculty and the interests of the community as a whole as they relate to the resources and services of the library.

As educational technology issues arise, the library committee consults with the committee on academic technologies. The library committee reports annually to the faculty on its activities and brings all issues that may significantly affect the library's role as an educational unit of the College to the faculty for discussion.

Membership: The library committee consists of the Director of the Library (co-chair); a faculty co-chair, who is tenured and elected at large for a three-year term; the dean or associate dean of the faculty; the dean or associate dean of strategic planning and academic resources; one librarian; four faculty members, no more than two from any division, elected for two years, two retiring each year, and two students. No department is represented by more than one faculty member.

The Library Committee is the primary venue for faculty engagement with, and review of the role of the Library in the educational mission of the College. The agenda varies depending both on the needs of the Library and on the current interest and concerns of the committee members and the Faculty. The committee reviews existing policy and proposes changes or new policy as necessary. The committee co-chairs set the agenda, responding to the issues they see as important to their constituencies.

There are no standing subcommittees, but the committee occasionally forms ad-hoc sub-committees for efficiency or when a topic requires sustained but narrower discussions. Normally such subcommittees are of short duration; however, if the topic warrants extended research or discussion, a sub-committee may continue for a longer period. Subcommittees report back regularly to the full committee.

10. Committee on Academic Technologies

Purpose: The committee on academic technologies develops and recommends policy related to academic and educational technologies, gathers information from faculty and students about instructional technology needs and initiatives and serves as advocates for those needs, and solicits ideas from and informs faculty and students of new initiatives related to instructional technology.

Membership: The committee on academic technologies consists of four elected members of the faculty, one from each division including the multi-disciplinary programs; a member of academic computing services; a professional librarian appointed by the director of the libraries; and a member of the student body. Faculty members serve three-year terms and may not be elected to more than 2 consecutive terms. The committee selects a chair annually from the faculty members on the committee.

11. Committee on Research

Website

Purpose: The committee on research considers policies related to faculty research. It advises the president, the dean of the faculty, and the faculty on applications for designated college research funds.

Membership: The committee on research consists of five faculty members. The chair is a tenured member of the faculty elected for three years. Three other tenured members of the faculty are elected for two years, one from each of the divisions. The fifth member of the committee is elected at large for two years from the non-tenured (tenure-track, lecturers, or visiting) teaching faculty with academic suffrage. Two of the four members on two-year terms retire each year.

12. Committee on Admission and Financial Aid

Purpose: The committee on admissions and financial aid considers all topics relevant to the college's practice, standards, and policies of admission and financial aid broadly construed. The committee (1) acts as a forum for the discussion of issues and policies related to admission and financial aid, (2) acts as a conduit for the flow of information among the faculty, the student body, and the administration concerning these issues, (3) presents for approval to the faculty changes in standards and policies regarding admission and financial aid which are relevant to educational policy. Any policy changes approved by the faculty must be submitted to the trustees for final approval.

Membership: The committee on admissions and financial aid consists of five members of the faculty, four members of the administration, and five students. Faculty members include the faculty co-chair, a tenured member of the faculty elected at large for a three-year term; three divisional representatives, one from each division, elected for two-year terms, one or two retiring each year; and the faculty athletics representative. In conformity with the rules of the National Collegiate Athletics Association, members of the department of athletics and physical education may not serve on this committee. Administrators on the committee include the dean of admission and financial aid (co-chair), director of financial aid, associate dean of the college for student growth and engagement, and dean of first-year students. The five students include at least one freshman. The vice president for communications serves ex officio.

13. Committee on Fellowships

Purpose: The committee on fellowships awards the income of college fellowships, except those for which a special procedure has been prescribed. The committee on fellowships reviews and makes decisions on applications for nationally competitive awards requiring institutional nomination or endorsement.

Membership: The committee on fellowships consists of the dean of studies (chair) and seven members of the faculty elected for two years, at least two from each division, three members retiring each year. No department is represented by more than one faculty member. Ad hoc committees review applications for particular fellowships in order to reduce the workload of the fellowship committee.

When a new fellowship opportunity is made available, the dean of studies and the director of the fellowship office, working sometimes with the development office, establish whether the applications will be reviewed by the full committee or by an ad hoc committee. Members of ad hoc committees are recruited by the director of the fellowship committee in some cases, and by departments in others. This work is separate from the work of the elected fellowship committee.

14. Committee on Assessment

Purpose: The committee on assessment examines and evaluates the practices in place to achieve the college's educational goals as stated in its mission statement and elsewhere. Over a ten-year period it addresses all of the "Standards for Accreditation" published by the Middle States Commission on Higher Education.

Membership: The committee on assessment consists of three elected members of the faculty: a chair, who is tenured, and two members elected at-large. The term of service of the chair is three years; the term of service of the at-large members is two years. The dean or associate dean of the faculty and the director of institutional research serve on the committee, ex officio.
(Amended by the faculty Nov. 2015)

15. Academic Panel

Purpose: The academic panel reviews cases of academic dishonesty and assigns penalties. The three faculty members also serve as a court of appeals for students who, because of their unsatisfactory academic standing, are required to withdraw from the College by the committee on student records. The senior

member of this court serves as chair and reports recommendations on appeals to the dean of studies and the president for final decision.

Membership: The academic panel consists of the dean of studies (chair); three faculty members elected for two years, one and two retiring in alternate years; and three students.

16. Campus Investor Responsibility Committee

The campus investor responsibility committee recommends to the trustee investor responsibility committee votes on social action proxies being considered by shareholders of public companies represented in the college portfolio. It also studies broader investor responsibility issues and makes recommendations to the trustee committee.

The committee consists of the Dean of Strategic Planning and Academic Resources, two alumnae/i, two students, two members elected from the faculty for two year terms, and two administrators. As one of its nine members, the Dean of Strategic Planning and Academic Resources chairs the committee, coordinates the selection of committee members who are chosen or appointed by the relevant constituency, and serves as a non-voting member except in the case of a tie. Each constituency may also be represented by an alternate.

17. Committee on Campus Master Planning *
Website

The committee formulates and revises the master plan for the development of the campus; provides a forum for the review and discussion of current issues and longer-range plans related to the maintenance and improvement of buildings and grounds; and advises the president, and through the president, the executive committee and the committee on buildings and grounds of the board of trustees, on matters of policy.

A. The committee on campus master planning includes the dean of strategic planning and academic resources (chair), vice president for finance and administration, three faculty members elected to three year terms, one from each division, with one retiring each year, and three students. In addition, the committee includes, ex officio, the assistant vice president for facilities operations, a facilities project manager, the director of accessibility and educational opportunity, an associate dean of the faculty, the chief information officer, the associate dean of the college for living and wellness, the director of sustainability, and the faculty sustainability coordinator. (Amended November 5, 1997, February 18, 2009, May 12, 2021.)

18. Classroom Committee
The Classroom Committee plans for renovations and improvement of teaching spaces and offices on campus. It is a working group chaired by the director of academic facilities development with representatives from Buildings and Grounds Services, the Registrar's Office, Computing and Information Services, the Dean of the Faculty office, and Purchasing.

19. College Committee on Climate Action and Sustainability *
Website

The committee acts as a forum for the discussion of administrative and educational policies that foster a sustainable interaction between human beings and the natural environment. It presents for approval to the faculty policies that are related to educational policy and is advisory to the president on administrative policies. Any policy changes approved by the faculty is submitted to the trustees for final approval.

The college committee on sustainability consists of the college sustainability coordinator (chair); two members elected from the faculty; one student; one representative from the alumnae/i; and one representative from each of the following offices: buildings and grounds, computing and information services, purchasing, development, and dining services.

20. Committee on College Life *

The committee on college life reviews academic and residential policies as they affect students and recommends to the president revisions of college regulations. The committee is empowered to set regulations for the college community to ensure compliance with existing local, state and federal laws. The committee serves as the liaison, through the dean of the college and the president, between students and the trustees.

The Committee on College Life consists of the Dean of the College (chair), three administrators chosen by the Dean of the College, two members of the faculty elected for staggered two year terms, one house fellow, four students elected to represent each of the four classes, a member of the executive board of the VSA, and a student member chosen at large.

21. College Regulations Panel
Website

22. Community Works Committee
Community Works is Vassar's annual giving campaign for local non-profit organizations. Funded by donations from employees, trustees, and students, Community Works has provided over $1 million in grants to over 50 different groups since its inception in 2001. Recipients are selected each year by an employee committee based upon nominations from members of the college community.

23. Faculty Athletics Representative
The Faculty Athletic Representative, currently a member of the faculty appointed by the Dean of the Faculty, is now an elected faculty position due to recently passed faculty legislation. The term of office is 3 years. The NCAA handbook states that the local duties of faculty athletics representatives vary from institution, but in every case the faculty athletics representative is or should be involved in the assurance of the academic integrity of the athletics program and in the maintenance of the welfare of the student-athlete. The Representative is a member of the newly created Faculty Athletic Advisory Committee, which also includes a member of FASC and a member of FPCC.
The Representative must hold the rank of Professor and cannot be a member of the Department of Athletics and Physical Education.

24. Committee on House Fellows
The committee shall serve as the faculty's consultant to the board of house presidents of the VSA.
The committee of house fellows shall consist of all the house fellows, one of whom it shall elect as chair.

25. Committee on Inclusion and Equity
The Committee on Inclusion and Equity (CIE) is a presidential advisory committee. The committee works with the President each year to identify college practices and issues that would benefit from a clearer articulation of the institution's stance pertaining to diversity, inclusion, and equity. The committee researches high-priority campus concerns. It develops pertinent guidelines that are reviewed by the President and the shared governance structures of the College, before being proposed for adoption as official statements or policy.

The Committee on Inclusion and Equity includes students, administrators, and faculty, some of whom are appointed by the President, and some of whom are elected. The appointed members include two faculty co-chairs and administrators from various campus offices. The elected members include two student representatives, one untenured faculty member, and two faculty members of any rank. The term of service for student representatives is one year and the term of service for elected faculty is two years.

26. Institute for the Liberal Arts Committee
The committee is advisory to the Faculty Director of the Institute for the Liberal Arts on issues related to the Institute's strategic direction. It assists the Faculty Director in the development of the Institute's short term objectives and is responsible for soliciting proposals for Institute programs from the Vassar community. The committee advises the Faculty Director on the selection of internal and external Institute

programs, and as needed in matters related to external programming that is brought by the external management company. The committee will report annually to the faculty.

The committee consists of the Faculty Director of the Institute for the Liberal Arts (Chair); the Program Director for the Institute for the Liberal Arts; the Associate Dean of the College for Campus Activities; the Faculty Director of Research Development; two faculty, elected from different divisions to two year terms and not to include the division represented by the Faculty Director of Research Development; one non-tenured member of the faculty elected to a two-year term; one administrator appointed by the Dean of Faculty, and two students.

27. Institutional Animal Care and Use Committee

The goal of each IACUC is to ensure the humane care and use of animals used in research, and compliance with guidelines and regulations, while maintaining flexibility to best meet the unique needs of the institution. Active participation by research scientists allows for the scientific needs of research investigators to be considered; participation by nonaffiliated members incorporates a public conscience; and the involvement of veterinarians ensures appropriate medical care and animal well-being. A program of continuing education is essential to ensure that animal care and use standards and ethical principles continue to be applied at the highest possible level.

28. Committee on Leaves and Privileges

All requests for academic leaves of absence, special privilege with respect to curricular requirements, acceleration etc. should be directed to the faculty Committee on Leaves and Privileges through the office of the dean of studies. All requests for privilege must be reviewed by the adviser. Requests for academic leaves and for acceleration must be accompanied by proposed academic programs reviewed and evaluated by the adviser.

29. Pre-Health Advisory Committee

The Pre-Medical Advisory Committee is comprised of faculty members from the sciences. Additionally we have a Public Health liaison. Members of the committee work with students exploring health professions. Support is available to all Vassar students and graduates. The committee works together to draft, review and finalize all composite letters of recommendation.

30. Committee on Priorities and Planning *

The committee on priorities and planning is advisory to the president on issues relating to annual budget planning and the long-term allocation of resources at the college. Members of the committee are mindful of the overall mission of the college in their consideration of student charges, financial aid policies, compensation, endowment use, non-compensation operating expenditures, maintenance of the facilities, as well as other expenditures and sources of revenue.

Membership is at the discretion of the President, but may generally be composed of the following members: the president, the dean of the faculty, dean of strategic planning and academic resources, dean of the college, and dean of admissions and financial aid; the vice president for finance and administration; the chair and second year full professor of the faculty appointment and salary committee; the chair and the budget member of the faculty policy and conference committee; and two students appointed by the VSA, normally including the VSA president. Faculty representation from additional standing committees depends on the focus of the work of P&P in a given year. Examples include but are not limited to the faculty co-chair of the Committee on Admissions and Financial Aid, the chair of the Assessment Committee, and a faculty member of the Campus Master Planning Committee.

31. Committee on Student Records

The committee on student records considers student academic records and makes final decisions on awarding of degrees with departmental honors. It recommends to the faculty the standards for continuance

in the college and considers and acts upon the academic records of students whose standing is less than satisfactory.

The committee on student records shall consist of: the dean of studies (chair), the dean of first year students (a voting member only when freshman are under consideration), four members of the faculty appointed by the chair for two years, two retiring each year, and as non-voting member, the registrar. No department may be represented by more than one member.