

III FACULTY PERSONNEL POLICIES

Bucknell's dedication to the pursuit of excellence in teaching and scholarship informs its academic personnel policies, from hiring to the granting of tenure and promotion. All personnel decisions must reflect institutional purposes and priorities.

The terms and conditions of every appointment to the Faculty shall be stated in writing, and a copy of the statement of appointment shall be supplied to the appointee and to the chairperson of his/her department.

A. HIRING AND AFFIRMATIVE ACTION

It is Bucknell's goal to attract the finest Faculty possible within the limits of the University's resources. Each appointment to the Faculty must be considered in terms of the following criteria:

- effectiveness and promise of excellence in teaching and in advising students;
- effectiveness and promise of excellence in scholarship;
- potential for leadership and service in the University community.

It is the policy of Bucknell University to base employment on merit and on equal opportunity for all qualified persons. Bucknell does not discriminate in its hiring practices and welcomes applications from all qualified persons for advertised positions. A lively and diverse Faculty is essential in carrying out the educational mission of the University and in meeting the goals of the Bucknell curriculum. It is for this reason that Bucknell has chosen to embrace a voluntary affirmative action policy and conforms to the federal and state laws governing such plans. The guidelines for affirmative action are to be followed in the hiring and employment of all members of the Faculty and of the Administration. In the process of recruiting members of the Faculty and staff, representatives of the University will follow formal procedures to ensure the full consideration of members of protected minority groups and women. The purpose of this policy is to ensure that the composition of the Faculty and the professional staff reflects the balance of these groups in national employment pools.

In its essence, the principle of equal opportunity requires that evidence be provided, in each instance of a recommendation to employ, that steps have been taken to establish a non-discriminatory applicant pool from which an appointment can be made on the basis of individual merit. Further, affirmative action requires that women and members of protected minority groups are to be sought out for vacancies at all levels of employment in those areas in which, in the past, such groups have been under-represented.

The Affirmative Action Officer works with the faculty and administrative officers in the recruitment and hiring of all members of the professional staff. He/she reports to the President and is responsible for University compliance with federal and Commonwealth regulations regarding non-discrimination and affirmative action.

The University's *Affirmative Action Plan* is included in Appendix A.

B. TENURE-TRACK APPOINTMENTS

Provisional appointments may be made at any rank to tenure-track positions; such appointments provide an opportunity for the University to assess the qualifications of a person for a tenured appointment. A provisional appointment is a probationary one which does not include the right to permanent employment. The minimum requirements and conditions for retention and for the award of tenure are set forth in each department's stated criteria and in this Handbook, Section III.K.

The period of service without tenure for someone at the rank of assistant professor may not normally exceed seven years of full-time service at Bucknell. The period of service without tenure for someone at the rank of professor or associate professor may not normally exceed three years of full-time service at Bucknell; i.e., the tenure decision for professors and associate professors is made no later than the end of the third academic year. A year in which a faculty member on a provisional appointment has a reduced teaching load to complete a doctoral dissertation, or takes a childbearing or childrearing leave, an untenured

faculty leave, a short-term disability leave, a family and medical leave, or a military leave normally will not count as full-time service if the leave is more than six weeks duration (either continuous or aggregated from several leaves).

Upon consultation with the department chair and the appropriate academic dean, a faculty member may opt to have the year in which he or she takes an untenured leave, a child-bearing or childrearing leave, a short-term disability leave, a family and medical leave, or a military leave count as service toward tenure. The faculty member's decision must be made by the Friday before Commencement of the academic year in which the leave was taken. The faculty member's decision is then forwarded to the Provost for consultation if the faculty member deems a consultation appropriate.

Upon consultation with the department chair and the appropriate academic dean, a provisional faculty member, regardless of years of service, may opt to stop the tenure clock or extend the probationary period, with or without taking a full or partial leave of absence, if the faculty member (whether male or female) is a primary or coequal caregiver of newborn or newly adopted children. Thus, faculty members are entitled to stop the tenure clock while continuing to perform faculty duties at full salary. The tenure clock can be stopped for up to one year for each child, but faculty may normally take no more than two one-year extensions of the probationary period (for child-bearing/child-rearing or for any other reason, such as an untenured faculty leave). A faculty member's decision must be made by the Friday before Commencement of the academic year in which the care of the child was given. The faculty member's decision is then forwarded to the Provost for consultation if the faculty member deems a consultation appropriate.

Only in exceptional cases may a provisional appointment be extended for one year beyond the limits specified above. These are cases in which (a) illness of one year's duration or more has reduced the opportunity for the evaluation of teaching and scholarship, (b) the goals of a department or its programs have shifted so significantly that the time required for an individual's professional development has reduced the opportunity for the evaluation of teaching and scholarship, or (c) there are other extenuating circumstances of a compelling nature. In these circumstances only, the faculty member and the department may petition the Provost for a one-year extension. The petition must be tendered prior to the year of the review in which the decision on tenure is to be made. An extension requires the consent of the Provost.

A provisional faculty member may request a maximum of four years of credit toward tenure for full-time teaching at Bucknell or elsewhere. Such credit requires the written agreement of the Dean and the Provost.

An initial appointment with tenure is rare but is sometimes made in order to strengthen departments or to develop new curricular programs. Such an appointment may be made only for appointees with exceptional qualifications. Designating a position as one in which a candidate may be hired with tenure will only be considered upon approval of the department or program, the Dean, and the Committee on Staff Planning at the beginning of the search process. In a search in which hiring with tenure is an option, it shall not be a mandatory requirement that a candidate be hired with tenure for the position to be filled. Thus, the position could be filled with either a tenured or a provisional candidate.

Individuals appointed with tenure are expected to have earned tenure at another institution. The approvals of the home department or program, two faculty members from the University Review Committee, designated by the University Review Committee, the Dean and Provost are required before an offer of appointment with tenure can be made. Departments and programs hiring candidates with tenure must compile a file that approximates the typical tenure file.¹ Departments and programs should encourage candidates seeking an appointment with tenure to submit such materials as part of the finalist stage of the application process. This file shall be evaluated using the same criteria as are applied to candidates in probationary appointments. As for all faculty, tenure is conferred only by vote of the Trustees through the President.

¹ This file should include at least 3 years of teaching evaluations, a representative sample of scholarship, and some form of self-statement that puts the candidate's teaching, scholarship, and service into the appropriate context. Furthermore, references should, to the extent they are able, address the individual's scholarship in a similar fashion as external reviewers do whose input is solicited for a tenure review.

Credit towards tenure is not the same thing as credit toward a sabbatical leave. A faculty member who moves from a visiting position to a tenure track position may request a maximum of three years of credit towards a sabbatical for full-time teaching at Bucknell. Such credit requires the written agreement of the Dean. No credit toward a sabbatical will be awarded for teaching elsewhere.

Tenured or provisional ranks are:

Assistant Professor – At the time of appointment to the rank of assistant professor, the person normally holds the doctorate or its equivalent and shows promise of success in teaching and scholarship.

Associate Professor – At the time of appointment to the rank of associate professor, the appointee usually holds the doctorate or its equivalent and has demonstrated success in teaching and scholarship.

Professor – At the time of appointment to the rank of professor, the person usually holds the doctorate or its equivalent and has established a distinguished record in teaching and scholarship.

Members of the Faculty who become academic administrators shall retain academic rank and, if earned, tenure. Faculty rank for newly hired academic administrators is subject to the advice and consent of the concerned department. Departments will make recommendations on subsequent questions of promotion or tenure to the University Review Committee according to procedures prescribed by the department.

C. TEMPORARY APPOINTMENTS

1. Full-time

Full-time temporary appointments typically are made for the purpose of leave replacement or to meet emergencies such as late resignations or disability. Such appointments can be made at any rank for periods ranging from one semester to three years with no expectation of promotion or tenure. Appointments to positions of one year or less carry the qualifier “visiting”; as a courtesy to the temporary appointee, appointees to two- or three-year positions are not required to use the “visiting” designation although they may use it if they wish. Reappointment to a full-time, temporary position may occur when need for the position has been established and the Provost has accepted the recommendation of the department concerned.

Instructor – Some temporary appointments may be made at the rank of instructor. An instructor shows promise of success in teaching and scholarship and normally has a master’s degree or its equivalent. He/she may be appointed to a full-time or, occasionally, part-time limited-term position.

Temporary, non-tenurable positions include:

Visiting Faculty – The designation of “visiting” is restricted to a member of the staff who renders full-time instruction to the University and whose academic qualifications are the same as those which would warrant a provisional appointment to the Faculty were an appropriate position available. A visiting appointment signals that the appointment is of a specified duration; the term of reappointment normally shall be one year, and the total of all full-time continuous appointments for an individual may not exceed five years (ten semesters).

Adjunct Faculty – In rare cases, the term “adjunct” is used as a qualifier to one of the faculty ranks for an individual who renders full-time or part-time instruction to the University but whose qualifications are not those required of a provisional appointee. Adjunct faculty may be non-faculty members of the staff who occasionally teach a course or full-time temporary appointments whose knowledge and skills add richness to the curriculum.

2. Part-Time

Lecturer – Appointments of lecturers are made to meet special part-time needs of departments or programs of instruction. The title is flexible and may denote established scholars, faculty members

who have not yet completed an appropriate terminal degree, or persons who provide necessary instructional services. In many cases, the title of Lecturer is given to those whose primary professional responsibilities or qualifications have more typically been met in another setting, such as private practice, a public school, another university, a conservatory, government agency, medical center, industry, consulting company, research center, or university administration. Lecturers are not required to engage in scholarship, nor are they required or expected to share in the Faculty's responsibility for governance, although they need not exclude themselves from these activities should they wish to participate as the opportunity arises.

Typically, part-time appointments to the Faculty are made for a fixed unit of work, i.e., a specific course, and a fixed period of time such as Summer School, a semester, or an academic year. Salary and benefits are related to the number of courses taught, since the contractual agreement pertains to teaching one or more courses rather than to serving as a member of the Faculty. Each letter of appointment will state the terms and conditions of employment. Part-time temporary appointees to the Faculty are not required or expected to serve on committees, counsel advisees, contribute to curriculum development, conduct research, and otherwise contribute to the academic community, although they need not exclude themselves from these activities should they wish to participate as the opportunity arises.

D. JOINT APPOINTMENTS AND SHARED APPOINTMENTS

Joint appointments and shared appointments may be made to tenure-track or temporary positions.

Joint Appointments - On occasion, the goals of the University and those of a member of the Faculty are best served by an appointment with faculty status in two departments or programs of instruction. Service may be divided equally or unequally between departments or programs. The faculty member's letter of appointment will state the conditions for evaluation for reappointment, tenure, promotion, salary, and other personnel decisions in conformity with the policies of the Faculty Handbook on such matters.

Shared Appointments - Occasionally, the goals of the University are best served by two persons sharing one appointment to the Faculty. Whether the shared appointment is for three-thirds time or four-thirds time, a single position exists for purposes of tenure, sabbatical leave, and attendant faculty privileges. Each faculty member's letter of appointment will state the conditions for evaluation for reappointment, tenure, promotion, salary, and other personnel decisions in conformity with the policies of the Faculty Handbook on such matters.

E. EMERITUS APPOINTMENTS

Status as an Emeritus member of the Faculty may be conferred on members of the Faculty by the Board of Trustees upon recommendation of the President. Faculty action is not required. The rights and benefits of the members of the Emeritus Faculty are stated in a policy memorandum (see Appendix A).

F. COURTESY APPOINTMENTS

On occasion, special appointments to the University may be given to individual scholars who are affiliated with academic departments but who receive neither salary nor benefits from the University. Under similar circumstances, departments may offer space or facilities to a scholar who is receiving support and compensation from elsewhere. If the individual is a senior member of the faculty of another college or university, the appointment may be made at the same professorial level as that held at the home institution, or the appointment may carry a specially devised title, e.g., Distinguished Visiting Professor or Visiting Fellow. If the individual does not hold a professorial title or is not attached to another college or university, the title Faculty Associate should be used.

All arrangements concerning courtesy appointments, i.e., privileges, title, use of resources, and liability issues, shall be worked out in detail between the host department and the Dean of the appropriate college before the appointment is made. The term of appointment shall be for up to one year; reappointment normally shall not exceed a total period of three years.

G. ORIENTATION OF FACULTY MEMBERS

New members of the Faculty - no matter how long they may have taught elsewhere - deserve an introduction to the University's expectations regarding teaching, scholarship, and service to the academic community. *The Faculty Handbook*, which will be useful for this purpose, contains information on organization, personnel policies, benefits, academic policies, and institutional governance, among other things. The department's statement on criteria for the evaluation and retention, promotion, and tenure of department members will be provided to each faculty member. Each department, usually through its chairperson, will introduce new members to a wide range of policies and practices relating to academic procedures, instructional uses of the physical plant, and services available to members of the Faculty as aids in meeting responsibilities in teaching and scholarship.

The Deans of the Colleges and the Provost will provide occasions for new members to become acquainted with each other and with other members of the Faculty and the Administration. The Deans bear a responsibility for conveying and interpreting to new members the Faculty's expectations regarding teaching, scholarship, and service, as well as for clarifying policy and procedural matters of interest to the Faculty, particularly as they pertain to the review process.

H. RESPONSIBILITIES OF THE FACULTY

The work of a full-time member of the Faculty includes teaching, scholarship, and service to the academic community. Excellence in performing these responsibilities is the primary criterion for retention, promotion, and the award of tenure.

1. Teaching

Effective teaching at Bucknell is essential, and teaching is the principal activity in which the Faculty of the University is engaged. The primary goal of teaching at Bucknell is to inspire and challenge students to become learned and thoughtful in new areas of study and in their chosen disciplines, to be capable of independent, critical, and creative thought and action, and to develop principles of moral behavior and of individual responsibility.

In trying to reach the goals expressed above, certain traditional activities on the part of teachers are essential. These include planning a syllabus for each course, preparing regularly for class, preparing and evaluating forms of assessment such as examinations, laboratory experiments, or papers, and advising students. While the evaluation of teaching takes all these activities into consideration, the critical focus of such an evaluation is not so much on the exact strategies adopted by a teacher as it is on whether the teacher has been able to contribute in a significant way to the attainment of the larger goals noted above.

Effective teaching may take a variety of forms: lectures, seminars, informal conversations, laboratories, field work, and student participation in scholarly work with the Faculty. Excellence in teaching thus extends beyond the classroom setting. It embraces a variety of points of view, methods of approach, and attitudes. The effective teacher enhances the quality of the student's life and encourages the student to enrich the lives of others.

a. The Teaching Load

The teaching load for full-time tenured or tenure-track Faculty consists of five courses or their equivalent each year, with adjustments for those courses that include laboratories.

Upon occasion, adjustments in teaching load may be made with consent of the department chairperson and the Dean in recognition of unusual demands on members of the Faculty. Such demands may include major involvement in:

- the development of a new program;
- supervision of research and theses;
- administrative responsibilities, including chairing an academic department or directing specified university programs, such as the Common Learning Agenda, the Writing Program, Graduate Studies, or the Bucknell University Press;
- research or creative activity which has reached a critical point in its development.

The determination of equivalence in terms of teaching load is approximate at best; thus, some variation among individual cases is to be expected.

The principal responsibility of all faculty members is to teach according to high professional standards. If a faculty member is ill or if he/she in rare instances must miss classes in order to attend a professional meeting, it is his/her obligation to inform the department chairperson and, when possible, to make arrangements for a faculty colleague to take the class or to make arrangements for an additional class meeting to recover the time lost to students. Absences of more than three days for reasons other than illness are to be approved by the Dean of the College.

Faculty members are also responsible to comply with the academic policies and regulations of the University, as published in the Faculty Adviser Handbooks and elsewhere.

b. Advising of Students

The advising of students on their academic programs and in their career plans normally is the responsibility of the full-time continuing members of the Faculty. Each student in the University is assigned a faculty adviser; until the student declares a major formally, it is possible that the adviser will not be a member of the department in which the student plans to major. The Office of the Dean of each College has primary responsibility for the assignment of advisees and the coordination of academic advising. (For specific policies and procedures, see *Faculty Adviser's Handbook* and *Handbook Supplements* which are published by each of the Colleges.)

The primary responsibility of the faculty adviser is to help students plan their academic programs and select courses during pre-registration each semester. The faculty member should help the advisee meet the requirements of the degree program in which the student is enrolled, making sure the student understands the educational principles underlying the rules and regulations in each program of study. Advisers receive information about their advisees from the Office of the Registrar several times each year, including mid-semester and final grades and Academic Progress Reports. Advisers are expected to discuss these records with their students as part of planning each semester's work and monitoring their progress.

An integral part of faculty advising is providing information about educational options open to the student and ways in which these options may relate to the student's academic goals, career plans, and personal interests. Often, the faculty member will want to refer the student to other members of the University community who have information regarding postgraduate study or employment opportunities.

The faculty adviser and the student should engage in dialogue about the pursuit of a higher education, the student's understanding of his/her own reasons for joining in this pursuit, and ways in which Bucknell's resources may be employed in making the pursuit a worthy one. The faculty adviser is in a position to offer support to the student; this support should be the core of the system of advising at Bucknell.

Psychological Services, the Office of the Dean of Students, the Offices of the Deans of the Colleges, the department chairpersons, the Career Development Center, the Office of International Education, the Graduate Adviser, the Pre-Health Adviser and Pre-Law Adviser are additional sources of assistance to academic advisers and to students. If tutoring assistance is required,

advisers are encouraged to take the initiative in suggesting tutors or in encouraging students to locate suitable tutoring assistance with the help of the department chairperson and the Dean of the College.

c. **Other responsibilities**

Faculty members are expected to attend department meetings, meetings of the Colleges and of the University Faculty, and meetings of committees on which they have agreed to serve. Faculty members are also expected to attend Commencement and Convocation and are strongly encouraged to be present at special University events - such as the reception for new faculty, reception for graduate students, Orientation, and Parents' Weekend. These occasions provide opportunities for faculty members to represent their disciplines, to meet students and their parents for informal advising, and to meet new colleagues.

2. **Scholarship**

Faculty scholarship at Bucknell is essential and it is unlikely that a person will be tenured without some form of published peer-reviewed scholarship. Research improves teaching effectiveness by encouraging the faculty member to keep abreast of new trends and ideas, to reevaluate existing ideas and theories, to think seriously on a professional level about concepts and issues that are part of the corpus of knowledge to which students are exposed, and to obtain valuable feedback by offering the results of this thinking to peers for their judgment and enlightenment. The form of scholarship varies with the discipline; those who react to it critically also vary. The form may be a book, script, poem, journal article, documentary film, invention, piece of sculpture, painting, public performance, peer-reviewed external grant, oral presentation before a learned society, or a creative work of technical or professional consultation. The critics will range from an informed audience for a public performance to the subscribers to a professional journal.

Work in progress, not yet submitted for publication, may be evaluated as part of a candidate's scholarly activity. Such evaluations will of necessity be made by professional peers, both within and outside the University.

3. **Service to the University Community**

Because the Faculty plays a key role in the governance of the University and in the establishment of University policies, service on University, Faculty, and department committees is a significant responsibility of members of the Faculty. Professional assistance to colleagues and administrative staff and service as an adviser to student activities and organizations are important contributions to the University community. Professional services given to community organizations may also be recognized.

I. FACULTY GROWTH AND DEVELOPMENT

1. **Institutional Support for Professional Growth and Development**

Professional growth and development are personal matters which originate with the individual; however, in the quest for such growth, the faculty member has a right to expect Bucknell support in two important forms:

Professional growth entails a willingness to experiment; Bucknell supports such experimentation when it is related to the basic purposes of the University. Within this context, the faculty member will be encouraged to take risks, and the success or failure of any single experiment will be judged in the light of the person's long-range objectives. Encouragement of such experimentation may include financial support as appropriate.

Professional growth and development requires institutional support in the form of counsel and evaluation. Each faculty member has the right to know the extent to which his/her goals for professional growth are congruent with the purposes and expectations of the University.

Department chairpersons and the Deans of the Colleges will assist the faculty member in formulating goals which best match his/her needs, talents, and aspirations, and in finding opportunities within the University for the achievement of such goals.

2. **Institutional Support for Teaching**

The richest sources of support for the improvement of teaching often lie in students and colleagues, in or outside one's discipline. Faculty members at Bucknell frequently assist one another in strengthening courses and improving teaching; such cooperation is encouraged.

Other support includes financial assistance from the Deans of the Colleges, who have limited budgets to support faculty attendance at short courses, workshops, and seminars on teaching. Financial grants in support of curricular and instructional development are awarded annually by the Committee on Faculty Development to encourage both new and experienced faculty members to improve their courses.

The Summer School offers additional opportunities to experiment with teaching methods and with courses.

Support services for teaching, such as duplicating, secretarial services, supplies, and student assistance, are provided by each department's operating budget, which is administered by the department chairperson. The first priority for funds in all departments is the instructional program.

The Teaching and Learning Center, Library and Information Technology, the Writing Center, and the Career Development Center provide members of the Faculty with a range of services in support of instruction. Information about these services may be found in section V.

3. **Institutional Support for Scholarly Development**

Sources of support for scholarship at Bucknell are essentially the same as those for teaching. The Deans of the Colleges administer budgets for (1) travel to professional meetings to present the results of research, and (2) small grants in support of research in progress. The Committee on Faculty Development awards funds on a competitive basis in support of scholarly development. Information Services and Resources and department operating budgets often are able to provide limited assistance to individuals in their scholarly work.

The Office of Corporate and Foundation Relations monitors a wide range of programs in support of scholarship and issues periodic reports on external sources of funding. The Office can provide limited assistance in the preparation of proposals.

4. **Faculty Leaves**

Leave programs support both teaching and scholarship as additional means for professional growth and development. The main purpose of the leave policy is to improve the professional competence of the Bucknell Faculty and thereby enhance the instructional program of the University. The following policy statement has been written with these objectives in mind. All leaves require confirmation by the Board of Trustees.

a. **Sabbatical Leaves**

Sabbatical leaves of absence are granted to members of the Faculty according to these provisions:

- 1) Every tenure-track faculty member is eligible to apply for a sabbatical leave of one semester at full pay or one academic year at half pay after each six-year period of service. Some funding at $\frac{3}{4}$ pay for the academic year is available through a competitive process. (The years of service do not have to be consecutive; one who receives a fellowship, or takes a leave of absence to do work elsewhere, normally "loses" only the time away from campus.) If the faculty member is awarded one academic year at half pay, the faculty member may choose one of the following payroll options:

- During the sabbatical year, the faculty member will be paid at 50% his/her salary. Upon return from sabbatical, the subsequent year will be paid at 100% of his/her salary.
- During the sabbatical year, the faculty member will be paid at 75% of his/her salary. Upon return from sabbatical, the subsequent year will also be paid at 75% of his/her salary.

Faculty taking a one semester leave will teach three courses or their equivalent during the academic year in which the leave occurs.

Sabbatical leave, however, may be postponed for compelling professional reasons up to two years without altering a faculty member's sabbatical schedule permanently. Application to postpone one's leave must be initiated in writing by the faculty member and accepted by the department chair, the Dean of the College, and the Provost. If at least four years intervene between leaves, the faculty member will remain eligible for a second sabbatical leave in the fourteenth year, a third in the twenty-first year, and so on.

In order to mitigate staffing problems that may result from aggregation of faculty leaves in one year, a department may request that an individual faculty member's sabbatical leave schedule be advanced as many as three years. All other considerations being equal, preference will be given to more senior faculty, and faculty who have not previously benefited from an advanced leave schedule will be given priority if further schedule changes are necessary. The request must be approved by the cognate Dean and the Provost. It is expected that this remedy will be applied infrequently.

- 2) The recipient of a sabbatical leave agrees to return to the University to teach for one academic year directly following the sabbatical leave or to reimburse the University for compensation received during the sabbatical. In case of physical inability to teach following a sabbatical leave, or other exceptional circumstances, the requirement to return compensation may be waived upon recommendation by the Provost with the approval of the President and the Board of Trustees.
- 3) The applicant for a sabbatical leave shall submit a detailed application early in the Fall preceding the academic year of the desired leave. The proposal shall explain fully the faculty member's intended use of the sabbatical leave and its importance to his/her research and teaching. It will be accompanied by the endorsement of the department chairperson and a statement of replacement needs, if any, for the department. The application shall be submitted to the Provost for referral to the Committee on Faculty Development. Guidelines and dates for the submission of applications are published each September.
- 4) The Committee on Faculty Development shall evaluate each proposal and provide comment and counsel to each applicant. The Committee and the applicant shall work in concert to develop the best possible research plan for each leave. Ill-conceived applications which are not satisfactorily revised will be rejected. The award of sabbatical leaves will be announced by the Committee not later than December 30 of the year prior to the academic year of the desired leave.
- 5) A brief written report is to be submitted to the Provost and to the Committee on Faculty Development within two months after the end of the leave.
- 6) Because of the importance of scholarship and research to teaching, the University considers research projects, post-doctoral study, and travel that is related directly to one's profession as legitimate activities during a sabbatical leave. Because the University is unable to provide full salary for an academic-year leave, yet encourages full-year leaves, faculty members are urged to secure external funds to supplement the one-half salary awarded for a full-year leave.
- 7) Another paid position may be accepted during the sabbatical period if it enables the faculty member to take a full year's leave without detracting from the program of study or research approved by the University. However, if a paid position is accepted as a means of attaining the goals of the sabbatical proposal, the remuneration from it may not exceed one half of the person's University salary, excluding the expenses of travel to the site of temporary employment. Approval of the Provost is required before accepting a paid position as a means of carrying out the sabbatical proposal.

b. Untenured Faculty Leaves

Untenured faculty leaves of absence are granted to members of the Faculty to provide opportunities for faculty members who are young professionally to engage in productive professional development beyond their dissertations and graduate school contexts. Although it is expected that most participants will engage in scholarly research during the leave, proposals that set forth scholarly inquiry into the development of pedagogy also will be considered. Untenured faculty leaves are granted according to these provisions:

- 1) Provisional faculty members hired with zero or one-year credit toward tenure may apply to receive an untenured faculty leave in their third or fourth year of service. Award of the leave is contingent upon having received a favorable second- (or "third-") year review. Faculty members may apply during the Fall of their second- (or "third-") year review if they wish to be considered for an untenured faculty leave during the following year.
- 2) Primary criteria for the untenured faculty leave program are:
 - a. the strength of the proposal and its clear connection to the faculty member's scholarly and teaching development;
 - b. the likelihood of the successful completion of the project (e.g., a clear plan of study and project(s) of manageable size);
 - c. special circumstances that make such a leave especially advantageous;
 - d. strong support from the respective department chair and Dean.
- 3) The recipient of an untenured faculty leave agrees to return to the University to teach for one academic year directly following the untenured leave or to reimburse the University for compensation received during the untenured faculty leave. In case of physical inability to teach following the leave, or other exceptional circumstances, the requirement to return compensation may be waived upon recommendation by the Provost with the approval of the President and the Board of Trustees.
- 4) The applicant for an untenured faculty leave shall submit a detailed application early in the Fall preceding the academic year of the desired leave. The proposal shall explain fully the faculty member's intended use of the leave and its importance to his/her research and teaching. It will be accompanied by the endorsement of the department chairperson and a statement of replacement needs, if any, for the department. The application shall be submitted to the Provost for referral to the Committee on Faculty Development. Guidelines and dates for the submission of applications are published each September.
- 5) The Committee on Faculty Development shall evaluate each proposal and provide comment and counsel to each applicant. The Committee and the applicant shall work in concert to develop the best possible research plan for each leave. Ill-conceived applications which are not satisfactorily revised will be rejected. Upon receipt of Committee recommendations, the Provost shall announce the award of untenured faculty leaves.
- 6) A brief written report is to be submitted to the Provost and to the Committee on Faculty Development within two months after the end of the leave.
- 7) The program provides support for one-semester leaves (at full salary), full-year leaves (at half salary) or, where justified, one-year leaves at one-half released time (at full salary). A specific budget (where travel or research funds are necessary) not to exceed \$1000 may be requested, but award of funds is not guaranteed. An untenured faculty leave will not count as service toward tenure unless a faculty member opts to have it count as defined in section III.B. Faculty taking a one semester leave will teach three courses or their equivalent during the academic year in which the leave occurs.

Three years of service at Bucknell following an untenured faculty leave are required prior to a sabbatical leave.

c. Leaves of Absence

A leave without salary for a period of one semester or one year is encouraged when it is probable that the leave will contribute to the academic growth of the individual, provided that consent is given by the department chairperson, the Dean of the College and the Provost. Leaves of absence

normally do not receive credit in determining eligibility for tenure, promotion and sabbaticals. Exceptions to this practice require the approval of the Provost. Requests for a leave of absence for an additional year or requests for a leave for a period of two years will be approved only in unusual circumstances.

d. Educational Leaves

Educational leaves for one year with half salary or for one semester with full or partial salary are occasionally granted to tenure-track faculty members who are working for an appropriate terminal degree. Similarly, such leaves are occasionally granted to members of the Faculty for post-doctoral study to enhance significantly the ability of the instructor to teach new material or to teach in a new area of the University curriculum.

To be eligible for an educational leave, the applicant must (a) have served the University for at least two years as a full-time member of the Faculty, (b) obtain the recommendation of the department chairperson, and (c) submit a formal request for the leave to the Dean of the College and through him/her to the Provost. The application must include (a) the specific purpose of the leave, e.g., to complete course work or dissertation; and (b) the activities in which the candidate expects to engage.

The recipient of an educational leave agrees to return to the University to teach for one academic year directly following the educational leave or to reimburse the University for compensation received during the leave.

e. Sick Leaves

Requests for sick leaves are approved by the Board of Trustees upon the recommendation of the Provost.

5. **Research and Consultation**

A faculty member is employed full time during the academic year beginning with orientation and extending through Commencement to meet certain primary obligations, the most important of which is teaching. Research, scholarship, and consultation that do not interfere with or detract from instruction are encouraged. During the academic year, extra compensation from fees for services or from grants other than federal research grants² is permitted. However, the time required to engage in such additionally compensated activity may not exceed one day per week on the average and the activity must be supportive of the faculty member's teaching or scholarship. Each faculty member must inform the department chairperson and the Provost of any activity which may qualify under this paragraph and, as a general practice, should discuss such activity with the department chairperson in advance of accepting it. Research or consultation which may require a faculty member to miss a class can be approved only under unusual circumstances. Occasional or infrequent consultation (one day or less per month) does not require any report to a chairperson or to the Provost. See also *Conflict of Interest and Commitment* in Appendix A.

With the approval of the department chairperson, the Dean of the College, and the Provost, a faculty member may engage in sponsored research or consultation not to exceed one-half time during the academic year,³ providing that the grant for the project reimburses the University for the faculty member's salary in an amount approximately equal to the proportion of time devoted to the project.

² All federal grants are subject to the regulations set forth in Bureau of the Budget Circular A21, which states that "extra compensation above the base salary for work on Government research ... will be unallowable."

³ Requests for release from more than one-half time teaching must have the approval of the Board of Trustees.

During the summer, members of the Faculty may receive not more than two-ninths of their salary for the preceding academic year as compensation for participation in any summer program or programs funded or administered by the University. Summer School salaries, grants paid to the University from any agency or foundation, and grants awarded by the Committee on Faculty Development are subject to this policy. Requests for an exception should be directed to the Provost by the member of the Faculty before a commitment of service is made.

Faculty members and students whose research or consultation results in a saleable product are expected to take appropriate action to record ownership of such intellectual property whether it be a copyright, a patent, software, or a trade secret. If such products result from effort for which the individual was compensated, or which required substantial use of University equipment or services, ownership of the intellectual property will be shared between the University and the individual in accordance with the University's stated policy on such matters. It is important for faculty members to obtain the written agreement of student assistants relative to the ownership of such intellectual property prior to the participation of students in the development of such intellectual property.

J. ACADEMIC FREEDOM AND TENURE

Academic freedom is an extension into the life of the University of two basic rights of a free society: the rights of free oral and free written expression of ideas. Although these rights are basic to any free society, they are in fact the essence of a free university. Wherever the freedom of inquiry or the liberty of an artistic expression is compromised, the life of the University is in jeopardy.

Academic freedom allows the faculty member to search for truth, to criticize existing beliefs and institutions, and to disseminate the results within the limits of his/her professional competence. Bucknell faculty members enjoy all of the rights of academic freedom; they are also responsible for preserving those rights for all members of the community, both colleagues and students.

Academic freedom insures that faculty members are free to support a controversial idea or a colleague whose responsible pursuit of truth runs against the tide of established or convenient opinion and belief. Academic freedom and tenure are closely linked. Academic tenure is one form by which the University gives legal protection to academic freedom. An appointment with tenure means an appointment without limit of time that can be terminated only for adequate cause (see Section III.N.).

Academic freedom entails the responsibility of insuring that methods of inquiry and results of work are continually open to critical examination. Such critical examination is part of the legitimate exercise of professional judgment; if substantive criticism is offered in order to improve a faculty member's performance -- or to improve the quality of the Faculty as a whole -- rather than to stifle the pursuit of truth, it is not only legitimate but serves to maintain the forum in which academic freedom flourishes. The Board of Trustees has approved the AAUP 1940 *Statement of Principles on Academic Freedom and Tenure*, and the University further subscribes to the AAUP *Recommended Institutional Regulations on Academic Freedom and Tenure* (1999) insofar as these regulations are not inconsistent with specific procedures or policies of the *Faculty Handbook*.

Any faculty member who thinks that his/her rights of academic freedom have been abridged may bring the issue before the Committee on Academic Freedom and Tenure.

K. EVALUATION FOR RETENTION AND TENURE

The University's fundamental commitment to academic freedom is strengthened by regular procedures of collegial evaluation of faculty members. Evaluation serves to relate the professional development of the individual faculty member to the institution's evolving purpose. The focus of evaluation goes beyond determining annual salary increases, promotions, and other rewards for individual faculty members. Evaluation is interpreted and employed as an instrument for the improvement of the educational program. It

is the continuing responsibility of the individual faculty member, of colleagues (including, especially, the department chairperson and members of the department committee on reappointment and tenure), of the Deans of the Colleges, and of the Provost to ensure the constructive application of the evaluative process.

Provisional and tenured faculty members, regardless of rank, discipline, or area of specialization, are expected to maintain a high level of achievement in teaching, in scholarship, and in service to the University community. It is important to stress, however, that each of these areas can involve a variety of activities, and that Bucknell expects, respects, and encourages such diversity. The University has a responsibility to make known to each faculty member its expectations of the individual. It has the responsibility and the right to evaluate that faculty member according to those expectations.

Judgments which can result from an evaluation of a person who is serving in a provisional appointment are:

- (a) to reappoint with continued provisional status
- (b) to reappoint with tenure
- (c) not to renew the appointment.

A decision not to reappoint or not to grant tenure differs significantly from termination for cause; see Section III.N. A provisional appointment is a probationary period, one which does not include the right to permanent employment. In deciding not to renew a provisional appointment, Bucknell is neither bringing charges nor showing cause for its action; instead, it is concluding that the candidate is not the best appointment that the University can make consistent with its resources. Following notice of non-reappointment, the Dean of the College will summarize the basis for the decision orally with the candidate. At the candidate's request, a formal letter stating detailed reasons will be provided (see Section III.K.2. and the 1999 version of the AAUP *Recommended Institutional Regulations on Academic Freedom and Tenure*).

It is the policy of the University and the Committee on Staff Planning to plan carefully for appointments to the Faculty. Appointees are expected to make steady progress in meeting the institution's stated criteria for reappointment or award of tenure.

1. **Departmental Review**

For those appointed with provisional (tenure-track) status, reappointment to the same position is considered on the following schedule:

Assistant Professor	Years 2, 4, 6
Associate and Full Professor	Years 2, 3

Review schedules for those appointed with credit for prior teaching will be determined at the time of employment and stated in the individual's written contract with the University.

It is the responsibility of each faculty member to become acquainted with the procedures and criteria for evaluation within the department, as specified in the department statement, and with the University procedures for review as outlined in the Faculty Handbook. The faculty member under review has the responsibility to cooperate with and contribute to the process of evaluation by supplying suitable materials for evaluation, including those materials specified by the department statement and such other materials as may seem most appropriate for judging his/her performance as teacher and scholar and in University service.

Each instructional department has a Departmental Review Committee (DRC) responsible for reappointment and tenure recommendations. The form of each DRC as described in the department statement is determined by the individual department and reviewed by the Committee on Academic Freedom and Tenure and by the Provost. Each DRC must be constituted of at least four tenured members of the full-time instructional faculty. Departments (or programs) that lack a sufficient number of tenured members shall consult with the appropriate dean to constitute a DRC from tenured faculty members from within the relevant academic division. Untenured members of the faculty are not eligible to participate in or observe the deliberations of a DRC.

DRC statements of procedures are reviewed every five years by the department and the Committee on Academic Freedom and Tenure and by the Provost. DRC procedures should be dated to indicate the

most recent revision date. Each member of a department is to be provided a copy by the department chairperson of the DRC procedures currently in use.

The chairperson of the department is responsible for convening the committee at appropriate intervals and for conveying its recommendations to the University Review Committee. Should the chairperson and the department committee not concur, both the committee's and the chairperson's recommendations are conveyed.

2. **Schedule of Review Procedures**

- On or before May 1, the Deans of the Colleges will notify department chairpersons of the names of those department members who are to be evaluated during the following academic year.
- On or before May 15, the Deans of the Colleges meet with department chairpersons for preliminary discussion of procedures and the progress of evaluations.
- On or before May 15, prior to the evaluation of faculty members, the department chairpersons will invite provisional appointees to discuss the procedures to be followed in arriving at recommendations for their reappointment and tenure. Any questions concerning the procedures of a department committee (including the deadline for their submission) should be answered at this time. Agreements regarding procedures should be specified in a letter written to the candidate by the department chairperson dated on or before June 1.
- On or before September 20 for 2nd and 3rd year reviews, September 30 for 4th and 5th year reviews, and October 15 for tenure reviews, the department chairperson, representing the department review committee, will provide to each faculty member under review a written statement describing his/her standing, the statement to include evaluation of scholarship, teaching, and contributions to the University community. The chairperson will give the candidate the opportunity to (a) meet again with the department committee before the final text of the statement is prepared, (b) see the final text of the statement before it is sent to the Dean of the College, and (c) respond in writing, if the candidate elects to do so, to the departmental statement.
- On or before September 30 for 2nd and 3rd year reviews, October 10 for 4th and 5th year reviews, and November 1 for tenure reviews, the final documented department recommendations and candidate statements of response (if any) will be submitted to the University Review Committee through the Dean of the College.
- The University Review Committee reviews department recommendations and all relevant documentation.
 - Normally, in the case of 2nd and 3rd year reviews, the Provost will not participate in URC reviews. However, the Provost shall participate in URC reviews in which preliminary recommendation is negative, the vote is tied, or the URC requests the Provost's involvement.
 - In the case of 4th, 5th, or 6th year reviews, the entire URC shall participate.
 - In all cases, the University Review Committee will formulate its own recommendations to be reported to the President. The President shall exercise the authority set forth under Section II.c.5 and in the case of tenure and promotion reviews will forward the URC's recommendation to the Board of Trustees. The final authority to grant appointments, promotions, and tenure rests with the Board of Trustees.
- On or about December 1 for 4th, and 5th year reviews, and January 20th for tenure reviews, the President will apprise him/herself of the documentation which accompanied the department recommendations and will meet with the University Review Committee to discuss the Committee recommendations. The President is not typically involved in second and third year reviews.
- On or before December 15 for 2nd, 3rd, 4th, and 5th year reviews, and February 1st for tenure reviews, the Deans of the Colleges will send letters of notification of the University Review Committee's actions to each faculty member under review. By this date, the University Review Committee shall prepare for the file a separate letter of explanation for each candidate denied retention or tenure.
- A University Review Committee letter which indicates the University's intention to terminate an appointment is to be understood as the final notice of non-reappointment or denial of tenure, even if the Committee on Academic Freedom and Tenure is petitioned.
- If the final decision as stated in the University Review Committee letter of notification is to deny reappointment or tenure, the individual faculty member may appeal negative decisions on two

possible grounds and in the following order: substantive issues and procedural issues. Requests for reconsideration based on substantive issues shall be directed to the University Review Committee before any appeal based on procedural issues is made to the Committee on Academic Freedom and Tenure. An appeal to the Committee on Academic Freedom and Tenure will foreclose the right of the candidate to appeal to the University Review Committee for reconsideration.

- January 1 for 2nd, 3rd, 4th, and 5th year reviews, and February 10 for tenure reviews, shall be the latest date on which a candidate who has been denied retention or tenure may request a letter of explanation from the University Review Committee. Letters of explanation which have not been requested shall be destroyed on March 1.
- January 15 For 2nd, 3rd, 4th and 5th year reviews, and February 20 for tenure reviews, shall be the latest date on which a candidate may request reconsideration by the University Review Committee.
- January 31 for 2nd, 3rd, 4th and 5th year reviews, and March 1 for tenure reviews, shall be the latest date on which a candidate may submit materials for reconsideration to the University Review Committee.
- February 15 for 2nd, 3rd, 4th and 5th year reviews, and March 15 for tenure reviews, shall be the latest date on which the candidate will receive notification of the result of the reconsideration by the University Review Committee.
- January 31 for 2nd, 3rd, 4th and 5th year reviews, and March 1 for tenure reviews, shall be the latest date on which a candidate may appeal to the Committee on Academic Freedom and Tenure unless the candidate has made a timely appeal to the University Review Committee, in which case the deadline will be fifteen days after the written notification to the candidate of the reconsideration decision. If such a petition is made, it is the faculty member's responsibility to establish a prima facie case before the Committee on Academic Freedom and Tenure takes any investigative action. The Committee shall endeavor to complete its investigation within 45 days of receipt of the petition. If, after its investigation, the Committee on Academic Freedom and Tenure finds grounds to support the claim of the candidate, it may direct the University Review Committee to conduct a new review, or it may direct that Committee to appoint an ad hoc committee for such a purpose. The University Review committee or ad hoc committee shall endeavor to complete its new review within 30 days. The Committee on Academic Freedom and Tenure may also direct a department/program to conduct a new review, the results of which shall be forwarded to the University Review Committee (or an *ad hoc* committee, if appropriate) for its new review. The Committee on Academic Freedom and Tenure shall establish the timetable for the new department/program review after consulting with the University Review Committee and the department/program.
- At the request of the candidate, the University Review Committee may, for extenuating circumstances, extend the deadlines for appeals listed above. In like manner, at the request of the candidate, the Committee on Academic Freedom and Tenure may, for extenuating circumstances, extend the deadlines for appeals and the fifteen-day period following the written notification to the candidate of the reconsideration decision.

The table below delineates how the calendar would work for each review.

	2 nd & 3 rd year	4 th & 5 th year	Tenure
9/20	DRC reports to candidates		
9/30	Materials sent to Dean, URC	DRC reports to candidates	
10/10		Materials sent to Dean, URC	
10/15			DRC reports to candidates

11/1			Materials sent to Dean, URC
12/1	URC discussion with President	URC discussion with President	
12/15	URC letters to candidates	URC letters to candidates	
1/15	Appeals to URC	Appeals to URC	
1/20			URC discussion with President
2/1			URC letters to candidates
2/15	Appeals responses to candidates	Appeals responses to candidates	
2/20			Appeals to URC
3/15			Appeals responses to candidates

3. Notification of Non-reappointment

Written notification of non-reappointment of a full-time member of the Faculty in a provisional status, following one year or more of contracted service, is given by the University as follows:

- On or before March 1 of the first academic year of service if the appointment expires at the end of that academic year; or if a one-year appointment terminates during the academic year, at least six months in advance of its termination.
- On or before December 15 of the second academic year of service, if the appointment expires at the end of that academic year; or if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination.
- At least twelve months before the expiration of an appointment after two or more years of full-time service in the institution.
- It is understood that expiration of appointment at the end of a year will be interpreted to mean the end of the academic year.

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

L. PROMOTION

Recommendations for promotion are usually made by the chairperson of the department concerned. However, reviews for promotion may also be initiated by the President, Provost, or Deans of the Colleges. All recommendations for promotion require the approval of the University Review Committee and the Board of Trustees.

Recommendations for promotion are to be based upon the criteria expressed in this Handbook and in departmental statements. The quality of the faculty member's contributions to teaching, scholarship, and

the academic community is to be the primary basis for promotion; thus, changes in rank shall not be decided solely by years of service or degrees held.

Members of the Faculty may confer with the chairpersons of their departments and with the Dean of their College regarding promotion, and they may request and will receive a statement in writing regarding any matter related to promotion.

Promotion from assistant professor to associate professor normally occurs with the conferral of tenure; the criteria for promotion to associate professor coincide with those on which recommendations for tenure are based. (See the individual department statements of criteria for tenure as well as the general requirements in this Handbook.) Individuals who come to Bucknell with extensive previous experience may be recommended for promotion to associate professor before the tenure review.

For promotion from associate professor to professor, the Faculty has adopted the following policy:

- a. **General qualities:** Promotion to professor will be granted to those faculty members who have in their years at Bucknell demonstrated excellence as teacher-scholars, who have made significant service contributions to the University community, and for whom it can be stated that high achievement is likely to continue. Excellence in teaching will be recognized by the powerful influence for learning which it has upon students and colleagues. It will be judged upon a record of performance in the classroom, laboratory, or studio as evaluated by students, alumni/ae, and colleagues. Excellence in scholarship, an important indicator of continued learning and professional growth, will be recognized in public research, invention, critical investigation, performance, or creation. It will be judged upon a public record of contributions to one's field as evaluated by peers both within and without the University. Evidence of truly superior teaching may result in promotion to professor of a faculty member whose scholarship is not outstanding. A record of outstanding scholarship that is not accompanied by a high quality of teaching will not be considered sufficient for promotion. Important contributions to the University community can be made through service on departmental, Faculty, and University committees, professional assistance to colleagues and administrative staff, or service as an advisor to student activities and organizations.
- b. **Time in service:** Promotion to professor normally will not be considered until at least the sixth year of service at the level of associate professor. However, in the case of a faculty member hired with tenure at the associate professor level and with experience as an associate professor at another institution of higher learning, it is possible to receive up to 3 years of credit towards promotion to professor. Promotion is not to be treated as automatic or as a just reward for past service; rather, it marks distinction as a teacher and a scholar.
- c. **Degrees:** The candidate for promotion to professor will normally hold the doctorate or the appropriate terminal degree.
- d. **Procedure:** A recommendation for promotion to professor will come from the department chairperson to the Dean of the College on or before February 15. Usually, it is the individual who will request a review for promotion, following consultation with the department chairperson. In exceptional cases, the review may be initiated by the department chairperson, the Provost, or the Dean of the College. The request for promotion will be evaluated first by a department committee⁴, using the materials listed below. The individual's request and the recommendation of the department's committee will be reviewed by the department chairperson in consultation with those in the department with the rank of professor, if any. The individual's request, the committee's recommendation, and the recommendation of the chairperson and his/her senior colleagues will be transmitted to the Dean of the College, and through him/her, to the University Review Committee.

⁴ The committee may be the department committee on retention and tenure or, in the larger departments, may be an ad hoc committee formed only to consider a request for promotion.

Each recommendation for promotion to professor is to be accompanied by:

- (1) A full dossier, including a current *curriculum vitae*.
- (2) Evidence of the quality of teaching which may include
 - course syllabi
 - candidate’s self-evaluation of teaching in relation to his/her goals for the courses
 - colleague evaluations, with a statement of the basis for them
 - student evaluations, with a statement of the basis for the evaluations
 - other forms of evidence deemed useful by the candidate or the department.
- (3) Evidence of the quality of scholarship, including
 - candidate’s self-evaluation of scholarship in relation to his/her goals, including the goal of direct or indirect support of teaching
 - copies of published works
 - evaluations of scholarly or creative works by peers both within and without the University.

The University Review Committee shall report its recommendations to the President to be forwarded to the Board of Trustees.

M. PROCEDURES FOR IMPOSITION OF SANCTIONS OTHER THAN DISMISSAL

1. Severe Sanction

If the administration believes that the conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a severe sanction, the administration may institute a proceeding to impose such a severe sanction; the procedures outlined in Regulation 5 of the AAUP *Recommended Institutional Regulations on Academic Freedom and Tenure* (1999) will govern such a proceeding.

Severe sanctions include a penalty that has severe adverse financial consequences for a faculty member and/or a penalty that significantly abridges the faculty members normal rights and responsibilities within the University. Specifically, a severe sanction is defined as follows:

- a. Any raise below the minimum raise permitted by the merit procedures (normally $\frac{1}{2}$ of CPI) is considered a severe sanction. In particular, a sanction that reduces base salary is considered a severe sanction. A loss of merit pay through the review process for any reason, including failure to participate in the merit review process, is a review consequence, not a sanction.
- b. In a one year period, a financial penalty greater than \$1000 or 1% of annual salary, whichever is lesser, is considered a severe sanction; a smaller amount is considered a minor sanction. Financial penalties are above and beyond reimbursement for theft, misuse of University property or funds, or other transgressions for which restitution is appropriate. Financial penalties may be deducted from pay over a 12-month period at the request of the sanctioned party.
- c. Sanctions that significantly impair an employee’s ability to perform essential professional duties will be considered severe. Examples of such severe sanctions would include the loss of office space, suspension from meeting classes, and sanctions that significantly impair a faculty member’s ability to engage in research.

2. Minor Sanction

If the administration believes that the conduct of a faculty member justifies imposition of a minor sanction that does not impair essential professional duties, such as a letter of reprimand, it will notify the faculty member of the basis of the proposed sanction and provide the faculty member with an opportunity to persuade the administration that the proposed sanction should not be imposed. A faculty member who believes that a major sanction has been incorrectly imposed under this paragraph, or that a minor sanction has been unjustly imposed, may, pursuant to Section III.Q.3. of the Faculty

Handbook, petition the Faculty Hearing Committee (see III. N) for such action as may be appropriate.

N. TERMINATION OF CONTRACT

Bucknell may terminate an appointment with continuous tenure, or a provisional or temporary appointment before the end of the specified term, but only for adequate cause established by following the procedures and standards prescribed for the cause alleged. The burden of proof that adequate cause exists rests with the University.

Should the cause alleged be (a) bona fide financial exigency, or (b) discontinuance of a program or department of instruction upon educational considerations, or (c) incapacity of the faculty member to continue to fulfill the terms and conditions of an appointment for medical reasons, then the procedures and standards to be followed are those stipulated in the appropriate section of Regulation 4 of the AAUP *Recommended Institutional Regulations on Academic Freedom and Tenure* (1999). The Faculty Council shall recommend to the faculty for its approval appropriate faculty committees or bodies to execute the tasks assigned in (c) and (d) of Regulation 4.

If the cause alleged is related, directly and substantially, to the fitness of a faculty member in his or her professional capacity as teacher or scholar or researcher, the termination of the appointment is considered dismissal for cause, and the procedures to be followed are those stipulated in Regulations 5 and 6 of the *Recommended Institutional Regulations*. The willful failure to fulfill obligations for teaching, sexual harassment of students or colleagues (see Appendix A), conviction for a serious crime, and physical interference with students or colleagues in the exercise of their civil or academic rights are examples of adequate cause for dismissal. The informal inquiry that is mandated in Regulation 5 (b) will be conducted by the Faculty Council. The Faculty Hearing Committee shall discharge the several tasks which are assigned to faculty committees by Regulation 5 (c), and as described in III.M.2. and III.Q, and in accordance with the procedural regulations stipulated therein. The Faculty Hearing Committee shall consist of five tenured faculty members elected every three years, one from each of the standard groups (see II.F.6.).

O. GUIDELINES ON POLITICAL ACTIVITIES

Bucknell University intends to maintain a climate in which each member of the University community is free to exercise the rights of citizenship. Under Section 501 (C) (3) of the Internal Revenue Code, tax-exempt organizations are, however, constrained from substantial activities directed toward influencing legislation, participating in any political campaign on behalf of a candidate, or contributing to a Federal election. Thus, under the law, a line must be drawn between scholarly inquiry and open discussion, on the one hand, and University supported activity or propaganda designed to produce a political result, on the other.

The buildings, facilities, or resources of the University may not be used to support or subsidize, directly or indirectly, any activities which cannot legitimately be carried out under Federal or Commonwealth laws. Guidelines to assure that Bucknell remains an open campus where all points of view may be heard within the limits of the law and within the conditions of Bucknell's status as a tax-exempt eleemosynary institution will be found in Bucknell's *Guidelines on Political Activity* in Appendix A. Members of the faculty who are uncertain about the application of the policy may consult the Provost or the General Counsel.

P. REGULATIONS RELATING TO CONDUCT

Faculty, administrators, staff, and students of Bucknell University believe that the educational aims and purposes of Bucknell must be upheld and promoted by means of the personal integrity and responsibility of each individual member of the University. The University values a constituency composed of individuals with diversity of interests and opinions, bound together by respect for the individual and collective rights of others. Rules and regulations to promote necessary order and unity derive from the corporate authority of

Bucknell University. That corporate authority, in turn, derives both from public law and from the Charter of Bucknell. Rules and regulations governing conduct and procedures necessary for their implementation express Bucknell's corporate authority for its members and are consistent with the AAUP *Joint Statement on Rights and Freedoms of Students, 1967* (see Appendix B and Bucknell's statement *Students' Rights* in Appendix A).

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

- conduct involving violations against the academic community.
- conduct involving trespass or damage to University property.
- conduct involving the provision of false information to the University.
- conduct involving firearms and/or alcoholic beverages.
- conduct involving violations of civil and criminal laws.

These regulations have been approved by the Faculty and the Bucknell Student Government and are further specified in the Student Handbook.

Q. GRIEVANCE PROCEDURES

Grievance procedures are available to any member of the University Faculty, whether tenured or untenured, whether fully or partially affiliated. Before filing a grievance, a faculty member is expected to review the cause for grievance with his/her department chairperson, Dean, and/or the Provost. Failing to receive satisfaction, the grievant may use the following procedures.

1. When a member of the Faculty believes that evaluation has been based, or retention, promotion, or tenure has been denied, on improper substantive or procedural grounds involving impermissible use of the factor of race, creed, national origin, sex, age, or other irrelevant quality, he/she may invoke the jurisdiction of the Committee on Academic Freedom and Tenure, an elected committee of the Faculty. That Committee will adjudge the presence or absence of improper factors in the processes used for reaching decisions. Recommendations of the Committee are forwarded to the President for his/her review and action.
2. In matters not covered in the preceding paragraph or if the faculty member elects not to petition the Committee on Academic Freedom and Tenure, any faculty member who has a grievance involving the impermissible use of the factor of race, creed, national origin, sex, age, or other irrelevant quality may present a written complaint within 180 days of the date of the grievance to the Affirmative Action Officer, who shall review the matter within thirty days. If the grievance is not resolved by the Affirmative Action Officer, the complainant may invoke the jurisdiction of the Faculty Hearing Committee (see III.N). When the grievance includes a charge directed against the Affirmative Action Officer, the President shall act in his/ her stead. The Faculty Hearing Committee shall investigate the charge and report its recommendations to the President.
3. In grievances involving teaching loads, office space, working conditions, and other issues not covered above, the faculty member is expected to discuss the problem with his/her department chairperson, Dean, and/or the Provost. If this discussion does not resolve the question, the complainant may invoke the jurisdiction of the Faculty Hearing Committee. The faculty member may present a written complaint to the Provost, who shall convene the Faculty Hearing Committee. When the grievance includes a charge directed against the Provost, the President shall act in his/her stead. The Faculty Hearing Committee shall investigate the charge and report its recommendations to the Provost or President.

Questions about complaint procedures should be addressed to the Affirmative Action Officer or the Office of the Provost.

R. BUCKNELL POLICY ON SEXUAL HARASSMENT

Bucknell University is committed to maintaining an academic environment in which members of its community can pursue their academic and professional activities of teaching, learning, and research. This environment cannot thrive unless each member is accepted as a discrete individual and is treated civilly,

without regard to his or her sex or sexual orientation or any other factor irrelevant to participation in the life of the University.

The University is committed to providing such an environment, free from all forms of harassment and illegal discrimination, including sexual harassment. Sexual harassment compromises the integrity of the University, its tradition of academic freedom and learning, and the trust placed in its members. Bucknell will work to eliminate sexual harassment on campus, and the University intends to take all necessary actions to prevent, correct, and, where appropriate, discipline sexual harassment.

Sexual harassment, whether between people of different sexes or the same sex, includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment or participation in an academic program;
- (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions or academic decisions affecting that individual, including, for example, grades, pay, promotions and transfers; or
- (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work or academic performance or creates an intimidating, hostile or offensive working or educational environment and has no legitimate relationship to the subject matter of a course or academic research.

As an academic community committed both to the elimination of sexual harassment and the free and open exchange of ideas, this policy is intended to foster an environment permitting full participation by all of its members, while not inhibiting the robust and open pursuit of ideas and freedom of speech. Nonetheless, members of the community should understand that a standard of respect, civility and tolerance should shape our interactions, regardless of whether particular conduct constitutes "sexual harassment" or not. Certain types of behavior may be inappropriate even though not illegal; speech can be offensive even though allowed.

Sexual harassment may take many forms. Some are overt and unambiguous, while others may be more subtle and indirect. Direct forms of sexual harassment include sexual advances accompanied by an offer of reward or a threat of reprisal. Such behavior constitutes serious misconduct, and a single incident establishes grounds for disciplinary action. Other forms of sexual harassment may include sexual advances, physical or verbal, or other severe or repeated conduct of a sexual nature that the harasser knows is unwanted (such as stalking). Sexual harassment between peers is also prohibited by this policy.

The University encourages the reporting of all perceived incidents of sexual harassment. Supervisors, department chairs, and deans who may receive complaints alleging sexual harassment are expected to consult with the Director of Personnel Services or the Affirmative Action Officer to insure that the University's response is prompt, effective and consistent with this policy. Complainants are assured that their reports will be handled with discretion and in a manner intended to preserve their privacy as much as possible, subject to the University's obligation to respond promptly and effectively to all instances of sexual harassment. The University also prohibits threats or acts of reprisal against anyone who initiates a report or complaint of sexual harassment in good faith.

S. AMENDMENT OF FACULTY POLICIES

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

Amendments to faculty governance policies (II) will follow the specific procedures stated in II.G. and II.H.

