



2017-2018

# FACULTY MANUAL



**BENTLEY**  
UNIVERSITY



## Table of Contents

SECTION 1.0 OVERVIEW, MISSION, VISION, VALUES, AND STRATEGIC PLAN .....	1
1.1 OVERVIEW .....	1
1.2 MISSION, VISION AND VALUES .....	1
1.3 ACCREDITATION .....	2
SECTION 2.0 ADMINISTRATIVE ORGANIZATION .....	3
2.1 BOARD OF TRUSTEES .....	3
2.2 PRESIDENT .....	3
2.3 PRESIDENT’S CABINET .....	3
SECTION 3.0 ACADEMIC ADMINISTRATION .....	4
3.1 OFFICE OF THE PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS .....	4
SECTION 4.0 GOVERNANCE SYSTEM OF THE UNIVERSITY .....	5
4.1 COMMITTEES OF THE BOARD OF TRUSTEES .....	5
4.2. FACULTY OF THE UNIVERSITY .....	7
4.3 FACULTY SENATE.....	10
4.4 COMMITTEES OF THE FACULTY .....	13
4.5 OTHER COMMITTEES ON WHICH FACULTY SERVE .....	20
SECTION 5.0 FACULTY APPOINTMENT, EVALUATION, PROMOTION, TENURE, AND TERMINATION .....	25
5.1 DEFINITION OF FACULTY STATUS .....	25
5.2 TYPES OF CONTRACTS .....	25
5.3 SEARCH, APPOINTMENT, REAPPOINTMENT, AND NONRENEWAL .....	26
5.4 PERSONNEL RECORDS .....	28
5.5 EVALUATION OF FACULTY .....	28
5.6 STUDENT EVALUATION OF TEACHING (SET) .....	32
5.7 FACULTY PROFILE SYSTEM .....	35
5.8. PROMOTION.....	38
5.9. TENURE.....	42
5.10 TERMINATION OF TENURED FACULTY .....	49
SECTION 6.0 FACULTY RIGHTS AND RESPONSIBILITIES.....	52
6.1 ACADEMIC FREEDOM .....	52
6.2 ACADEMIC OBLIGATIONS .....	52
6.3 GENERAL ACADEMIC RESPONSIBILITIES.....	52
6.4 APPOINTMENT PROCEDURES AND RESPONSIBILITIES OF CHAIR OF AN ACADEMIC DEPARTMENT ...	54
6.5 FACULTY DEVELOPMENT .....	56
6. 6 TEACHING AT OTHER INSTITUTIONS .....	59
6. 7 OUTSIDE CONSULTING .....	59
6.8 GENERAL LEAVE.....	60
6.9 PROFESSIONAL SUPPORT .....	60
6.10 FACULTY TUITION REMISSION .....	60
6.11 FACULTY AWARDS.....	60

6.12 OTHER POLICIES.....	60
7.0 ACADEMIC POLICIES, PROCEDURES, AND PROGRAMS .....	60
7.1 ACADEMIC INTEGRITY SYSTEM.....	61
7.2 UNDERGRADUATE GRADING AND COURSE POLICIES .....	64
7.2.1 Undergraduate Grading System .....	64
7.3. GRADUATE GRADING AND COURSE POLICIES .....	68
7.4 ADDITIONAL ACADEMIC POLICIES .....	71
7.5 TUTORIALS AND DIRECTED STUDIES.....	73
7.6 POLICY CONCERNING PARTICIPATION IN COMMENCEMENT.....	73
7.7 INTERNSHIP PROGRAMS .....	74
7.8 NEPOTISM AND CONSENSUAL REALTIONSIPS .....	75
SECTION 8.0 OTHER POLICIES AND PROCEDURES .....	76
8.1 Human Resource Policies .....	76
8.2 Code of Ethics.....	76
8.3 Ethics Complaint Procedures.....	76
8.4 Computing and Network Policy.....	76
8.5 Undergraduate Student Handbook .....	76
8.6 Graduate Student Handbook .....	76
8.6 Grade Reporting and Accessing SETS .....	76
8.7 Phased Retirement Program for Tenured Faculty .....	76

Please note: This document is under review by the Senate Planning Committee and is subject to further revisions.

## SECTION 1.0 OVERVIEW, MISSION, VISION, VALUES, AND STRATEGIC PLAN

### 1.1 OVERVIEW

Bentley's history has been one of steady evolution from a vocational, two-year, certificate-granting institution, to a degree-granting business college, to its current status as a global business university. The Bentley School of Accounting and Finance was founded as a proprietary school in 1917; in 1948, it was incorporated as a nonprofit institution; it became Bentley College in 1962 and Bentley University in 2008. Bentley currently enrolls approximately 4,000 undergraduates, 1,400 master's students, and 32 doctoral students.

Bentley University is authorized by its charter to:  
*...conduct an institution of higher education to provide instruction in business and liberal arts and sciences; to prepare, publish and circulate publications in the foregoing areas stipulated, but not for the purpose of carrying on propaganda or otherwise attempting to influence legislation; to grant to students properly accredited and recommended by the faculty the degrees of "Associate in Science," "Bachelor of Science," "Bachelor of Arts," "Master of Science in Taxation," and "Master of Science in Accounting," and other Masters degrees limited to business related disciplines, "Doctor of Philosophy in Business" and "Doctor of Philosophy in Accountancy..."*

Bentley's history is one of dynamism and innovation. At the same time, Bentley has steadfastly safeguarded the core values that have sustained it over its nearly century-long history. The theme of innovation and change is demonstrated by the achievements of the institution during the terms of office of its three most recent past presidents.

- Under Gregory Adamian (1970-1991), Bentley established the Graduate School, expanded the Waltham, MA campus, and evolved from a commuter to a residential school for undergraduate students.
- Joseph Cronin (1991-1997) laid the foundations for international education and initiated Service Learning to support both research and education.
- During the presidency of Joseph Morone (1997-2005), Bentley became known as the business school for the information age and the concept of the Business University emerged. The campus's physical facilities grew significantly and innovative interdisciplinary PhD programs in Accountancy and Business elevated the institution's research agenda. The seeds for the integration of the arts and sciences into the very definition of business education were

planted and began to bear fruit by the end of this period.

In 2007, Gloria Larson became Bentley's seventh president. She shortly thereafter initiated a review of Bentley's mission, and launched a strategic planning process that resulted in a strategic plan, entitled *Achieving the Business University: 2009-2013*. The plan reflected the substantial innovation, growth, and change that the university experienced over the last two decades, and its trajectory as a business university.

As part of the university's commitment to continuous review and innovation, in the summer of 2011 President Larson charged her Cabinet and other senior executives, in collaboration with stakeholders across the university, to review *Achieving the Business University: 2009-2013* and to develop *Strategic Plan 2013-2017: Achieving the Business University*. The current strategic plan has five interconnected, broad strategic foci: education, student life, research, resources, and branding. Bentley's current mission, vision, and values statements as articulated in *Strategic Plan 2013-2017: Achieving the Business University* are presented below.

### 1.2 MISSION, VISION AND VALUES

#### Our Mission

*To educate creative, ethical, and socially responsible organizational leaders by creating and disseminating impactful knowledge within and across business and the arts and sciences.*

#### Our Vision

- Bentley University is known nationally and internationally as a business-focused center of learning that operates in an ethical and socially engaged environment
- It distinctively integrates business and arts and sciences to produce graduates respected for their professional and societal contributions throughout their lives
- Its identity is based upon promoting principled and transformative enterprise through education and impactful research, building on its historical strengths in accountancy, business ethics and information technology
- Thanks to its achievements, Bentley is highly sustainable in resources and scale, and an attractive partner for global centers of teaching and research excellence.

## Our Values

Our conduct in classrooms, residence halls, and places of work are informed by these values:

- *Diversity*. Appreciating diversity means that we work in an environment that embraces diversity of opinion and that is free from hostility and intolerance.
- *Integrity*. Valuing integrity requires that we hold ourselves to the highest ethical standards. We hold that operating with integrity is essential for a successful professional and private life.
- *Responsibility*. Being responsible demands that we listen, respond thoughtfully, and strive to create sustainable outcomes at all times.
- *Excellence*. Our commitment to excellence ensures that we have a passion for continuous improvement, for delivering high-quality results, and for going beyond what is expected.
- *Courage*. Having courage means that we continually seek new and innovative solutions and we are tolerant of the honest mistakes that are a natural consequence of these endeavors.
- *Teamwork*. Our commitment to teamwork acknowledges the importance of collaboration. We are prepared to subordinate our personal interests to the broader interests of our community.

## 1.3 ACCREDITATION

Undergraduate and graduate business programs at Bentley University are accredited by the AACSB International and The Association to Advance Collegiate Schools of Business. The accreditation indicates that Bentley University meets or exceeds established standards, as determined by periodic AACSB peer group review. The AACSB quality standards relate to curriculum, faculty resources, admission, degree requirements, library and computer facilities, financial resources and intellectual climate.

Bentley University is also accredited by the New England Association of Schools and Colleges Inc. (NEASC), indicating that the school meets or exceeds established standards, as determined by a periodic peer group review. As an accredited university, Bentley is judged to have the necessary resources and institutional integrity to achieve its stated purpose through its educational programs. NEASC accreditation applies to Bentley as a whole, and provides a reasonable assurance about the quality of opportunities available to its students.

In spring 2012, Bentley University earned European Quality Improvement System (EQUIS) accreditation. EQUIS is the leading international system of quality assessment, improvement, and accreditation of higher

education institutions in management and business administration. EQUIS is run by the European Foundation for Management Development (EFMD), an international organization based in Brussels, Belgium, with more than 500 members from academia, business, public service and consultancy in 65 countries. EFMD is recognized globally as an accreditation body of quality in management education. Institutions accredited by EQUIS must demonstrate not only high general quality in all dimensions of their activities, but also a high degree of internationalization.

## **SECTION 2.0 ADMINISTRATIVE ORGANIZATION**

### **2.1 BOARD OF TRUSTEES**

Ultimate authority for governing Bentley University is vested in the Board of Trustees. The Board manages all properties and funds of the corporation and conducts the affairs of the university. The Board has been further empowered with the delegation privilege; thus, when it seems advisable, preferable, or expedient, the Board delegates authority and responsibility to other offices, employees, or agents of the university. The responsibilities of the Board of Trustees and the procedures under which they operate are outlined in the By-Laws of Bentley University and the Articles of Organization available in the office of the General Counsel.

### **2.2 PRESIDENT**

The President is the chief executive officer of the University subject to the direction and control of the Board of Trustees and of the Executive Committee. The President has general charge of all of the business of the university and exercises general supervision over its affairs.

The President is a member of the Executive Committee of the Board of Trustees and all standing committees, *ex officio*.

### **2.3 PRESIDENT'S CABINET**

The university is divided into six operating divisions: Academic Affairs; Administration and Finance; Enrollment Management; Marketing, Communication and Public Affairs; Student Affairs; and Institutional Advancement. Each is led by an officer who reports directly to the president, as does the Executive Director of Human Resources, the Special Assistant to the President/Ombudsman, and the General Counsel. These individuals, along with the academic deans, comprise the President's Cabinet. The responsibilities of the officers are outlined in the By-Laws of Bentley University and the Articles of Organization available in the office of the General Counsel.



## SECTION 3.0 ACADEMIC ADMINISTRATION

The administration of Bentley's academic affairs reflects and supports the university's mission to provide an integrated business and arts and sciences education at both the undergraduate and graduate level.

### 3.1 OFFICE OF THE PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS

The Provost and Vice President for Academic Affairs is the chief academic officer of the university and is responsible for the overall strategy, administration, and management of its academic programs and services. The provost is responsible for (a) the employment of academic faculty members; (b) the teaching and research activities of faculty members; (c) the budgeting and allocation of resources; (d) academic program planning, development and evaluation; (e) the preparation and view of academic strategic plans, insuring coordination with the institution's overall mission; and (f) the operations of all departments within academic affairs.

Reporting directly to the provost are the dean of Arts and Sciences; the dean of Business and the McCallum Graduate School of Business; the Office of the Registrar; Academic Technology, Library and Online Learning; the Research Council; and the Wilder Professor and Teaching Council.

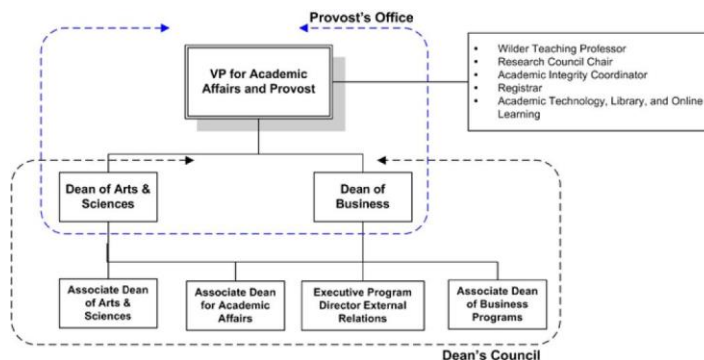
Bentley's distinctive, integrated character is reflected in the structure of the academic administration. First, the provost and the two deans constitute the Office of the Provost. Through this office, the deans and the provost set the academic strategic direction and priorities, assure that they are fully aligned with university's strategic plan, and supportive of the strategic priorities of other university divisions. The direction set within the Office of the Provost is administered by the Deans' Council, which also implements academic strategy.

#### 3.1.2 DEANS' COUNCIL

The Deans' Council assures that the faculties of business and arts and sciences work collaboratively. It is composed of the dean and associate dean of Arts and Sciences, the dean and associate dean of Business, the associate dean for Academic Affairs, and the executive director of External Relations. Under the provost's direction, the Deans' Council has responsibility for: academic planning and goal setting; faculty selection, retention, evaluation, support, and development; and fiscal planning and execution. Programs and centers that report into the Deans' Council through its members include, but are not limited to, the Honors Program; Academic Advising; the Cronin Office of

International Education; Academic and Accreditation Services; the Alliance for Ethics and Social Responsibility; undergraduate and graduate degree programs; and Executive Education. Each of these units is represented on the council. Though the Deans' Council has significant responsibility for administering the Academic Affairs division, the academic departments retain responsibility for undergraduate majors and minors and specialist masters programs.

The chart below provides a graphic representation of the Office of the Provost and Deans' Council.



#### 3.1.3 DEAN of BUSINESS AND THE GRADUATE SCHOOL OF BUSINESS

The Dean of Business is responsible for undergraduate, graduate, and executive education curricula and co- and extra-curricular business activities. The business dean works with the provost, the associate dean of business, the associate dean of academic affairs, the nine business department chairs, and business faculty members to develop and implement academic programs that balance academic rigor with relevance to the business community. The dean is responsible for the financial operation of the business departments, the Graduate School of Business, executive education, business-related learning and research centers, and has ultimate responsibility for building, maintaining and overseeing the budget for these units.

#### 3.1.4 DEAN OF ARTS AND SCIENCES

The Dean of Arts and Sciences is responsible for undergraduate and co-curricular arts and sciences activities. The arts and sciences dean works with the provost, associate dean of arts and sciences, the associate dean for academic affairs, the eight arts and sciences department chairs, and arts and sciences faculty members, to develop and articulate a distinctive role for the arts and sciences that contributes fundamentally to undergraduate education; to foster



curricular and co-curricular innovation at the intersection of business and the arts and sciences; and to significantly enhance the scholarly reputation of the institution. The associate dean of Arts and Sciences and the arts and sciences department chairs report directly to the arts and sciences dean.

## SECTION 4.0 GOVERNANCE SYSTEM OF THE UNIVERSITY

The unique development of the university, in many ways, is the result of a close working relationship among students, faculty, administrators, and the Board of Trustees. This collegiality has been present throughout the history of the university and is actively supported by the President and the Board of Trustees.

### 4.1 COMMITTEES OF THE BOARD OF TRUSTEES

- a) At the present time, there are 9 Standing Committees of the Board of Trustees. The Board may establish other committees as it deems necessary. The current committees are:
- Academic Affairs Committee
  - Audit Committee
  - Administration and Finance Committee
  - Compensation and Benefits Committee
  - University Advancement Committee
  - Investment Committee
  - Enrollment Management Committee
  - Student Affairs Committee
  - Trustee Affairs and Governance Committee
- b) The Standing Committees of the Board shall have the powers and duties set forth in these *By-Laws* and such other powers and duties as the Board may delegate to them. Each Standing Committee shall establish and maintain a Charter setting out the Standing Committees responsibilities. They shall exercise their powers and perform their duties subject to the direction and approval of the Board. They may make recommendations to the Board for the establishment of new policies or any changes in existing policies, but without decision-making authority except pursuant to specific delegation by the Board of Trustees or the Executive Committee. Only duty-appointed Trustee members of each Standing Committee shall have voting privileges with the exception of the outside advisory members of the Investment Committee who shall be allowed to vote. The Chair and Vice Chair of the Board shall be members of each Standing Committee and shall have voting privileges. Each Standing Committee shall meet at such times and places and upon such notice as it may determine, and shall decide whether written minutes are necessary and desirable and how they should be distributed to the trustees. A majority of the Trustee members of a

Standing Committee shall be a quorum for the transaction of business. Details of the membership, powers, and duties of each committee are below:

- Academic Affairs Committee: The Academic Affairs Committee shall be composed of not fewer than five Trustees, and not fewer than four faculty members. *Ex-officio* members are comprised of the Vice President for Academic Affairs/Provost, the academic deans and the Chair of the Faculty Senate. The Academic Affairs Committee shall consider and advise the Board of Trustees on current matters and future planning relating to academic programs, faculty appointments requiring action of the Board of Trustees, emeritus appointments and relations with other educational institutions. The Committee shall also serve as the liaison with the faculty with respect to academic affairs. The Academic Affairs Committee shall have such other powers and duties as may be delegated to it by the Board of Trustees from time to time.
- Audit Committee: The Audit Committee shall be composed of not fewer than five Trustees and as *ex-officio* members the Vice President for Administration and Finance, the Treasurer, the Executive Director of Financial Operations and the internal and external auditor. The Audit Committee shall periodically appraise the financial control and accounting systems of the University and recommend any changes that it deems appropriate or necessary; maintain an ongoing analysis and review operating statements and internal audit reports; recommend annually the appointment of individual auditors and submit them to the Board of Trustees with recommendations for action; review the proposed scope of any internal audits; annually review and approve the audited financial statements of the University; annually review and approve the Management Letter provided by the independent auditors; review relationships among management and independent auditors; and make recommendations to the Board of Trustees with respect to each; review the responses to the annual conflict of interest disclosures; review the annual Form 990 filing; and review management's actions relative to financial operations and control risks.
- Administration and Finance Committee: The

Administration and Finance Committee shall be composed of not fewer than five Trustees and as *ex-officio* members the Vice President for Administration and Finance, the Treasurer, the Executive Director of Financial Operations, and the Vice President for Academic Affairs/Provost. The Committee of Administration and Finance shall review the annual budget and recommend its approval or modification. Such review is to be made, with recommendations submitted, prior to compensation commitments to faculty and administrative staff applicable to the following academic year. The final budget for the succeeding fiscal year shall be presented to the Administration and Finance Committee and the Board of Trustees for approval before the fiscal year begins. The Committee shall be kept informed of, consider proposals for, and make recommendations with regard to the general business affairs and financial organization and operation of the University. The Committee shall report its findings and recommendations to the Board of Trustees or the Executive Committee. The Committees shall consider proposals for, and make recommendations with respect to the location of all buildings, facilities and related appurtenances such as utilities, roads and parking areas; care of the improvements of grounds and major renovation work; commissioning of project architects and engineers, and approval of proposed contractors for construction and other projects. The Committee shall have the authority to accept and approve all new construction on behalf of the University, but shall not incur any expense not previously authorized by the Board of Trustees or the Executive Committee. The Committee shall report its findings and recommendations to the Board of Trustees or Executive Committee. It shall be the responsibility of the Committee to review the long-range technology strategy of the University and plans for the Information Services Division, review the status of the division's operations and services, and make recommendations regarding major technology capital projects and expenditures and such other responsibilities as fall within the purview of the Vice President of Administration and Finance. The Administration and Finance Committee shall have other such powers and

duties as may be delegated to it by the Board of Trustees from time to time.

- Compensation and Benefits Committee: The Compensation and Benefits Committee shall be composed of not fewer than five Trustees. The Compensation and Benefits Committee shall review and recommend to the Board executive compensation, assuring that such compensation is reasonable. The Committee shall also review institution-wide employee retirement, pension, health and other benefit plans; to be advised of and monitor the options available to employees in retirement and pension plans; and be assured that employees receive adequate education and advice regarding the options offered them.
- University Advancement Committee: The University Advancement Committee shall be composed of not fewer than five Trustees and the Vice President for University Advancement *ex-officio*. The University Advancement Committee shall consider proposals for, and make recommendations with respect to, and assist the President in, the financial development, fund-raising, and alumni affairs of the University, and carry out other projects and assignments as directed by the Board. In consultation with the Administration and Finance Committee, the University Advancement Committee shall make recommendations for naming facilities and parts of facilities. The University Advancement Committee shall have such other powers and duties as may be delegated to it by the Board of Trustees from time to time.
- Investment Committee: The Investment Committee shall be composed of not fewer than five Trustees and as *ex-officio* members the Vice President for Administration and Finance and the Treasurer and such outside advisory members as the Board shall determine. The Investment Committee shall, subject to the general direction and control of the Board of Trustees, manage the investments of the University; retain the services of professional consultants if in the Investment Committee's judgement should be desirable; submit a report at each Board and Executive Committee meeting on the performance of the University's endowment and deposited funds, designate such banks or trust companies in which the funds of the University shall in the name of the University

from time to time be deposited or invested; keep the Executive Committee and the Board of Trustees informed on investment policy and of major changes made or recommended in such policy. The Investment Committee shall have such other powers and duties as may be delegated to it by the Board of Trustees from time to time.

- Enrollment Management Committee: The Enrollment Management Committee shall be composed of not fewer than five Trustees, not fewer than two faculty, and as *ex-officio* member the Vice President for Enrollment Management. The Committee shall consider and approve the University's current strategy and long-term planning for recruitment, admission and pricing strategies; and financial aid. The Enrollment Management Committee shall have other such powers and duties as may be delegated to it from time to time.
- Student Affairs Committee: The Student Affairs Committee shall be composed of not fewer than five Trustees, not fewer than two faculty members and students and as *ex-officio* member the Vice President for Student Affairs. The Student Affairs Committee shall consider proposals for, and make recommendations with respect to all non-academic matters affecting student life and shall serve as the evaluation and planning agency for Student Affairs and such related departments as Housing and Residence Life, Student Activities, and Counseling. The Committee shall also serve as the principal Trustee liaison with student government. The Student Affairs Committee shall have such other powers and duties as may be delegated to it by the Board of Trustees from time to time.
- Trustee Affairs and Governance Committee: The Trustee Affairs and Governance Committee shall be composed of not fewer than five Trustees, and the General Counsel of the University shall serve as *ex-officio*. It shall be the duty of the Trustee Affairs and Governance Committee to oversee the governance process for the Board. The Committee shall search out and secure qualified candidates for the position of Trustee who are persons of high integrity and good moral character, interested in furthering and advancing higher education generally and the purposes of the University and in

providing the required leadership and guidance. The Committee shall also be responsible for orienting, developing, motivating and assessing the performance of Trustees and shall make recommendations for nominations for additional terms. The Committee shall also make recommendations to the Board regarding the election of officers of the University. The President shall recommend candidates for Honorary Degrees to the Committee. The Committee will recommend candidates for Honorary Degrees to the full Board. Normally, these recommendations shall be made in time for consideration at the winter board meeting. The Committee shall review the University *By-Laws* and recommend revisions to the full Board. The Trustee Affairs and Governance Committee shall have such other powers and duties as may be delegated to it by the Board of Trustees from time to time. The Secretary shall keep the Trustee Affairs and Governance Committee currently informed of the vacancies occurring on the Board, and shall inform the Board of Trustees of the Trustee Affairs and Governance Committee's recommendations at least fifteen days prior to the meeting at which the election of new Trustees is to take place.

- c) Faculty are eligible to be on the Academic Affairs Committee (4) Enrollment Management (2) Physical Facilities Subcommittee of the Administration and Finance Committee (2) and the Student Affairs Committee (2). Students are eligible to be on the Physical Facilities Subcommittee of the Administration and Finance Committee and the Student Affairs Committee.

## 4.2 FACULTY OF THE UNIVERSITY

### 4.2.1 PREROGATIVES

Subject to the By-Laws of the Board of Trustees, the faculty participates in the formulation of academic policies and practices relative to faculty appointments, promotion and tenure recommendations, admission, academic programs, student achievement, curriculum, academic standards, the evaluation of the instructional program, and the establishment of degree requirements, as well as the certification of students for graduation.

### 4.2.2 MEMBERSHIP

#### 1. General Faculty

The General Faculty of Bentley University consists of the following and those approved under Sections

#### 4.2.2.6 and 4.2.2.7:

- President
- Provost and Vice President for Academic Affairs
- Vice President for Finance and Chief Administrative Officer
- Vice President of Student Affairs
- Deans, Associate Deans, and Assistant Deans of the university
- Full-time faculty and adjunct (part-time) faculty holding the following academic ranks:
  - Professor
  - Associate Professor
  - Assistant Professor
  - Senior Lecturer
  - Lecturer
- Director of the Library and Academic Technology
- Full-time library professionals holding appropriate graduate degrees
- Director of Athletics
- Director of Counseling
- Registrar and Assistant Registrars

## 2. Full-Time Faculty

- a) The full-time faculty consists of those individuals holding a full-time teaching appointment and contract in one of the academic departments. These appointments may be at the rank of Lecturer, Senior Lecturer, Assistant Professor, Associate Professor, or Professor.
- b) Visiting Professors are classified according to the rank of Lecturer and above.
- c) Full-time faculty are expected to teach, advise students, engage in scholarly activity, and contribute to the governance of the university through participation on committees and various other bodies.

## 3. Faculty Holding Multiple Appointments

Faculty members may hold appointments in more than one academic department.

- a) Joint Appointments  
Some tenured faculty may hold joint appointments, if they regularly teach or have an extended record of scholarship in more than one department. Faculty members holding joint appointments are entitled to all the rights and responsibilities, including voting, in all departments in which they hold an appointment.

Faculty members may not apply for a joint appointment until they have successfully achieved tenure in a single department. Therefore, tenure-track faculty members are not eligible for joint

appointments. Faculty members holding joint appointments are considered to have tenure and rank in both departments. For external reporting purposes, faculty members are included in the initial department in which they received tenure.

Faculty members holding joint appointments are eligible to serve on university-wide committees and task forces that include faculty representation, but only as a representative of their primary department. The department that they may represent will be noted in their annual contract and will be their primary department in Human Resources. Faculty serving on such committees and task forces while holding a joint appointment may not change their primary department during their term of office.

### b) Secondary Appointments

A full-time faculty member may hold a secondary appointment in another department. Faculty members holding secondary appointments may participate in all activities of the second department except voting.

A faculty member holding a secondary appointment is not considered to have tenure in the secondary department. Tenure-track faculty are eligible for secondary appointments.

Faculty members holding secondary appointments are eligible to serve on university-wide committees or task forces that include faculty representation, but only as members of their primary department.

## 4. Adjunct (Part-Time) Faculty

Adjunct (part-time) faculty members are hired on a course-by-course basis. Such faculty members teach one or two courses per semester.

## 5. Emeriti Faculty

At the time a full-time faculty member retires from Bentley University in good standing, the tenured members of a department may petition, with supporting evidence, the Provost and Vice President for Academic Affairs and appropriate Dean to recommend that the President request the Board of Trustees to add emeritus to the faculty member's title at current rank to recognize service as a faculty member at Bentley University. In the absence of exceptional factors, the retiree must have been at the university for at least fifteen years.

## 6. Roster of Faculty

The Office of Human Resources shall maintain a list of

all faculty members at Bentley University. This list shall identify the status (full-time or adjunct), type of contract (tenured, tenure-track, non-tenure-track, or visiting), academic rank, and primary departmental affiliation.

### **7. Request for General Faculty Status**

Any person desiring General Faculty status, who is not listed in Section 4.2.2.1 may request inclusion in the General Faculty by presenting appropriate credentials to the Provost and Vice President for Academic Affairs, indicating whether voting privileges are sought. If the Provost and Vice President for Academic Affairs agrees with the petition, the Provost and Vice President for Academic Affairs shall forward the request to the Faculty Senate for approval. Upon approval by both the Provost and Vice President for Academic Affairs and the Faculty Senate, General Faculty status shall be conferred for as long as the petitioner remains in the position held at the time of the request.

## **4.2.3 GENERAL FACULTY MEETINGS**

### **1. Regular Meetings**

Regular meetings of the General Faculty are held during the academic year. The dates of faculty meetings shall be published at the beginning of the academic year.

### **2. Special Meetings**

- a) Special meetings of the General Faculty may be called by the President or the Provost and Vice President for Academic Affairs or by the Faculty Senate with three business days written notice.
- b) Upon the written request of 20 percent of the full-time faculty or 10 percent of the General Faculty (as defined in Section 4.2.2.1), the Faculty Senate shall also call a special meeting of the General Faculty with three business days written notice.
- c) Meetings of only full-time faculty may be called by the Faculty Senate with three business days written notice.

### **3. Notice**

The Chair of the Faculty Senate, or designee, shall notify in writing the General Faculty of the time and place of all meetings. The Chair, or designee, shall also publish the agenda in advance, assure that minutes of faculty meetings are taken, make minutes available to the Faculty, and ensure that a permanent file of agendas and minutes are kept.

### **4. Presiding Officer**

The Chair of the Faculty Senate presides at all meetings

of the Faculty. In the Chair's absence, the Vice Chair presides.

## **5. Rules of Order**

- a) All meetings shall be conducted according to *Robert's Rules of Order* in all cases where they are applicable and are not inconsistent with other provisions of Section 4.0 of the Faculty Manual.
- b) A parliamentarian for the faculty shall be appointed by the Chair of the Faculty Senate at the first faculty meeting of the academic year.

## **6. Attendance**

Attendance at faculty meetings is expected of all full-time faculty members. The Secretary, or designee, shall keep a record of attendance.

## **7. Voting**

The following members of the General Faculty shall have the right to vote:

- President
- Provost and Vice President for Academic Affairs
- Vice President of Student Affairs
- Deans, Associate Deans, and Assistant Deans in Academic Affairs
- Full-time faculty holding the following academic ranks:
  - Professor
  - Associate Professor
  - Assistant Professor
  - Senior Lecturer
  - Lecturer
- Executive Director of Academic Technology, Library, and Online Learning
- Full-time library professionals holding appropriate graduate degrees

## **8. Quorum**

A quorum of 50 percent plus 1 of all voting members is required to conduct business at General Faculty meetings.

## **9. Proxies**

There is no provision for proxy voting.

## **10. Confidentiality**

Discussions and actions taken at meetings of the faculty, or of its committees, that are confidential shall be communicated to students, staff, and the public only by the President, the Provost and Vice President for Academic Affairs, or the Secretary of the General Faculty after the administration and the Faculty Senate have agreed to release such information.

## 11. New Business

A two-thirds vote of those present and voting is required to carry any item of new business that has not appeared on the agenda of a meeting.

## 12. Amendments to the Faculty Manual

Changes in and amendments to the Faculty Manual are divided into two categories:

- a) Category I: Substantive additions, deletions, or amendments, recommended by either the Faculty or Administration. Such changes require approval by the Senate and Faculty and, in certain cases, by the Board of Trustees.
- b) Category II: Editorial changes and insertion of provisions already approved by the Faculty. Such changes require Faculty Senate approval and shall be reported to the Faculty at the next General Faculty meeting.

Amendments to Sections 4.2, 4.3, 5.0, and 6.5.1 of this manual shall require prior written notice to the General Faculty of the content of the amendments, in motion form, and a two-thirds vote of the Faculty present and voting at the meeting at which any such amendment is considered.

Any amendments to Sections 4.2.1, 4.2.2, 5.0, 6.1, 6.2 are subject to the approval of the Board of Trustees who have the right, acting alone, to amend the referenced sections at any time.

### 4.3 FACULTY SENATE

The Faculty Senate comprises 31 members, 29 voting and 2 nonvoting; it receives the reports of Standing Committees and acts on their recommendations; it represents and acts for the General Faculty in all matters of faculty governance except those which concern changes in the governance structure itself, changes in the rules governing promotion and tenure, and major curricular changes (as defined in Section 4.4.9 Curriculum Implementation Committee Category I), all of which must be submitted to the General Faculty. Other matters may be placed before the General Faculty for final action following the procedures described below.

#### 4.3.1 SENATE MEMBERSHIP

1. The Faculty Senate shall have 29 voting members:
  - President of Bentley University
  - Provost and Vice President for Academic Affairs
  - Dean of Business and the McCallum Graduate School
  - Dean of Arts and Sciences

- One member from the Professional Staff defined in Section 4.2.3.7
- One member from the adjunct faculty, who is an active member of the faculty, chosen by the adjunct faculty without regard to department. The adjunct faculty member would not be asked to serve on a Senate committee
- Twenty-three members of the full-time faculty holding academic rank chosen in the following manner:
  - One Senator elected from and by each academic department
  - The remaining Senators to a total of 23 elected at-large.

2. The Faculty Senate shall have two 2 non-voting members:

- One undergraduate student appointed by the Academic Affairs Board of the Student Government Association.
- One graduate student appointed by the Graduate Student Association

#### 4.3.2 ELIGIBILITY

1. Any member of the full-time faculty who holds academic rank may serve as either a Departmental or At-Large Senator.
2. No department may hold more than one at-large seat.
3. Senators are not eligible for election to any other Special or Standing Committees of the Faculty or committees of the Board of Trustees.
4. The Nominations Committee, a subcommittee of the Faculty Senate, shall resolve any question of eligibility for the Senate.

#### 4.3.3. TERM

Senators shall serve a term of three (3) years and may be reelected. Academic departments shall expeditiously fill any vacated Departmental seat. Senators may be recalled by their constituencies.

#### 4.3.4 ELECTION

1. At-Large Senators shall be elected electronically prior to the last General Faculty meeting of the fall semester of the academic year preceding their terms as Senators.  
Elections to the Promotion & Tenure Committee shall also be conducted electronically with the results made known at least one week prior to the election for faculty Senators.
2. The Nominations Committee, a subcommittee of



the Faculty Senate, shall prepare a slate of candidates from open nominations and, if necessary, via an emailed primary ballot.

3. The Nominations Committee shall oversee the elections and be responsible for soliciting nominations from the faculty. In all instances, voting will be confidential and restricted to one vote per eligible faculty member for each position of the ballot.
4. Departmental Senators, the Professional Staff Senator, and the Adjunct Senator shall be elected by their constituents as soon as possible after the results of the At-Large Senate election are made known. The Nominations Committee, a subcommittee of the Faculty Senate, shall inform each academic department during the semester prior to the expiration of the term of a Departmental Senator. Such election will take place prior to the course scheduling for the subsequent fall semester. The results of these elections will then be communicated to the Chair of the Faculty Senate.
5. Senators are not eligible for election to any other Special or Standing Committee of the Faculty or committees of the Board of Trustees. Following the final General Faculty meeting for the academic year, prior to which the results of the elections to Faculty Standing and Board of Trustees Committees will be made known, the Planning Committee shall meet to prepare a slate of Senators to be assigned to the Standing Committees of the Faculty and committees of the Board of Trustees. In selecting Senators to recommend for the committee assignments, the Planning Committee shall be sensitive to both continuity and balance (e.g., departmental, junior and senior faculty, and gender representation).
6. Newly elected Senators officially take office on July 1. During the spring semester after their election, they shall meet with continuing Senators for the purpose of electing the officers of the Faculty Senate and others who shall constitute the Planning Committee for the next academic year.
7. If an At-Large seat on the Senate is vacated before the term of office expires, following Nominations Committee procedures, an eligible faculty member, generally the person receiving the next highest number of votes in the last election will be appointed to complete that academic year. Should the vacancy be for more than the remainder of that academic year, the Nominations Committee will conduct an election of a faculty member to complete the remainder of the unexpired term. The election results will be

made known prior to the last General Faculty meeting of the year.

#### **4.3.5 DUTIES OF THE FACULTY SENATE**

The Faculty Senate is responsible to the General Faculty and shall report its agenda, activities, and actions on a timely basis, through notices and at General Faculty meetings. It shall act on its decisions and those of the General Faculty through appropriate governance channels and has the following specific duties and authority:

1. To represent the Faculty in all matters of concern to the Faculty.
2. To discharge all governance activities of the Faculty as its representative body, except for matters noted in item 12 below.
3. To bring before the General Faculty for final resolution issues that concern changes in the fundamental structure of the governance system, changes in procedures relating to promotion and tenure, and Category I curricular changes.
4. To recommend to the President and/or Trustees, on behalf of the Faculty, changes in policy, procedure, practices, organizational structure, or other matters of concern to the Faculty.
5. To react to the President and/or Trustees, on behalf of the Faculty, on changes or proposed changes in policy, procedure, practice, organizational structure, or other matters of concern to the Faculty.
6. To call for and act on the reports of Standing Committees of the Faculty and other committees of the Faculty.
7. To adjudicate the concerns of Standing and other committees as to charge, procedures, and jurisdiction.
8. To fill temporary vacancies on Special and Standing Committees of the Faculty or Committees of the Board of Trustees according to the procedures of the Nominations Committee.
9. To appoint faculty members to non-elective committees, administrative committees, and other groups that seek faculty representation.
10. To establish Standing Committees, subcommittees, ad hoc committees, and task forces as necessary.
11. To study matters referred to it by the General Faculty, the administration, and/or the Board of Trustees.
12. To approve changes to the Faculty Manual, except where such changes are the prerogative of the General Faculty, and to report changes to the Provost and Vice President for Academic Affairs

and President and to the Academic Affairs Committee of the Board of Trustees.

13. To serve as a hearing body in cases of faculty grievances where no other grievance procedure exists.
14. To appoint members of the Faculty Advisory Board.

#### 4.3.6 DUTIES OF FACULTY SENATORS

1. Senators are responsible for promoting the welfare of Bentley University by representing the faculty in matters of governance. They should be prepared to present to the Senate the concerns of their departments and of other groups of faculty about which they have knowledge. Senators are to keep their colleagues apprised of matters that arise in the Senate.
2. Each elected faculty member of the Senate shall sit on one and only one of the following: a Standing Committee of the Faculty, a Board of Trustees Committee on which faculty serve, or the Planning Committee of the Senate for a term of one year. At least two elected faculty members of the Senate sit on each Standing Committee of the Faculty; at least one sits on each Board of Trustees Committee on which faculty serve.
3. During May the newly elected Senators and continuing Senators shall convene to consider the recommendations of the Nominations Committee for committee assignments for Senators.
4. Duties of Officers
  - a) The Faculty Senate shall annually elect a Chair, Vice Chair, and Secretary. The officers shall serve a term of one year commencing July 1 and may be reelected. The Chair may serve no more than three consecutive terms.
  - b) The Chair of the Faculty Senate shall preside at meetings of the Faculty Senate and General Faculty. The Chair represents the Faculty Senate on the Graduate Council, the PhD Council, the Academic Affairs Committee of the Board of Trustees, the President's Cabinet, and such other committees and groups as may require such representation. The Chair of the Senate presides at meetings of the Planning Committee. The Chair shall keep the General Faculty informed in a timely manner of actions taken by the Faculty Senate.
  - c) The Vice Chair of the Faculty Senate shall assist the Chair of the Faculty

Senate and fulfill the duties of the Chair when the Chair for any reason is unable to do so.

- d) The Secretary of the Faculty Senate shall keep minutes of Faculty Senate and General Faculty meetings, keep records of attendance at these meetings, issue notices of meetings and meeting agendas to Senators and the General Faculty, distribute the approved minutes of these meetings to the General Faculty, and serve as Editor of the Faculty Manual.
- e) These officers, along with one other Senator elected by the Senate and the immediate past Chair of the Senate (whether an elected Senator or not), constitute the Planning Committee. The Planning Committee sets agendas for Faculty Senate and General Faculty meetings, and guides the attention of the Faculty Senate to long-range concerns and immediate agenda items.

#### 4.3.7 PROCEDURAL MATTERS

1. The Senate shall meet regularly. Meetings are open to the General Faculty. Notices of meetings and the agenda shall be made available to the General Faculty. The Senate may vote to meet in executive session under extraordinary circumstances. Special meetings may be called as needed.
2. A quorum 50 percent plus one of the voting membership of the Senate is required to conduct business.
3. Meetings of the Faculty Senate shall be conducted according to *Robert's Rules of Order* in all cases where they are applicable and are not inconsistent with other provisions of this Section 4.3.
4. The Senate may, by a vote of 40 percent of those present and voting, submit any question of governance to the General Faculty for final consideration.
5. A petition presented to the Faculty Senate bearing the names of ten percent of the full-time faculty shall move an issue to the General Faculty for final consideration.

#### 4.3.8 NOMINATIONS COMMITTEE

1. The Nominations Committee, a subcommittee of the Faculty Senate, nominates faculty members for election or appointment to most committees that have faculty as members, the exceptions to these being the Graduate Council, the PhD Council, the Research Council and *ex officio* positions. The

- Nominations Committee determines the eligibility of faculty for each vacancy and conducts the elections of faculty to the Special and Standing Committees of the Faculty and committees of the Board of Trustees.
2. The goal of the Nominations Committee is to ensure that faculty members are:
    - a) Fully aware of openings on various university committees
    - b) Have full opportunity to volunteer for committee membership. At all times the Committee shall be guided by the principle of equity and fairness to all faculty members.
  3. The Nominations Committee is composed of six voting members of the full- time faculty with representation from the various ranks and disciplines. Four members are elected from the full-time faculty and at least two members are appointed from the Senate by the Faculty Senate during its last meeting of the academic year. The term on the Nominations Committee for an elected member is three years while Senators are appointed annually. Terms shall be staggered. Vacancies on the Nominations Committee shall be filled at the next regular meeting of the Faculty Senate following notice of a vacancy.
  4. The Nominations Committee shall annually survey the faculty to determine present committee activity and future preferences. Nominations shall be based on this information, as well as the criteria that each committee shall be composed of a broad representation of faculty and from a broad representation of the departments of Business and the departments of the Arts and Sciences. For curricular purposes, the following classification of the Academic Departments has been adopted:
  5. Specific operating guidelines of the Nominations Committee shall be maintained by the Secretary of the Faculty Senate and be available to all faculty members.
  6. The procedure for filling vacancies on Special and Standing Committees of the Faculty and committees of the Board of Trustees is as follows:
    - a) When a vacancy occurs on a Special or Standing Committee for any reason, the Chair of the Senate shall be notified by the Chair of the committee.
    - b) The Nominations Committee shall usually nominate as the replacement the next eligible person receiving the next highest number of votes at the last election.
    - c) The nomination shall be approved by the Faculty Senate by a majority vote of the voting members present at its next meeting.
    - d) The newly appointed member shall serve on the committee for the remainder of the unexpired term.
    - e) A vacancy that occurs near the end of the academic year may, if the Senate so chooses be filled by election at the time when regular elections to Special Committees, Standing Committees, and Board of Trustees are conducted.
  7. The Nominations Committee shall be responsible for maintaining the membership of the Faculty Advisory Board which shall consist of ten (10) or more members of the General Faculty appointed by the Nominations Committee, subject to ratification by the Senate, to serve as an available pool of faculty to provide requested participation on university non-faculty and ad hoc committees.

<u>BUSINESS</u>	<u>ARTS AND SCIENCES</u>
Accountancy	English and Media Studies
Computer Information Systems	History
Economics	Global Studies
Finance	Mathematical Sciences
Information Design & Corporate Communication	Modern Languages
Information & Process Management	Natural and Applied Sciences
Law, Taxation & Financial Planning	Philosophy
Management	Sociology
Marketing	

## 4.4 COMMITTEES OF THE FACULTY

### 4.4.1 STATEMENT ON SERVICE ON FACULTY COMMITTEES

Active participation on faculty committees is recognized as a normal and necessary part of a full-time faculty member's contractual obligation to render service to Bentley University. It is also recognized that excellence in the performance of the faculty is necessary if Bentley University is to fulfill its mission and maintain its quality. Meritorious service on university committees contributes to that excellence and shall be encouraged through positive consideration in matters of promotion, tenure, and merit increases.

There are two types of Faculty Committees: Special

Committees and Standing Committees.

#### 4.4.2 SPECIAL COMMITTEES OF THE FACULTY

1. Special committees are permanent committees of the faculty, which because of their functions and specific reporting procedures are considered to be outside the Standing Committee structure. Such committees do not report to the Faculty Senate in the normal course of conducting their business; however, they are responsible to the Faculty Senate and the General Faculty for carrying out their charges; they may appeal to the Senate for clarification or change in their charges and procedures; they may bring reports to the Faculty Senate and the General Faculty as necessary; and they may be called upon to report to the Faculty Senate in special circumstances as outlined in the charge to each committee.
2. No more than one member of any academic department may hold an elected seat on a Special Committee and no faculty member may be elected to serve on more than two Special or Standing Committees of the Faculty.
3. Members of the Faculty Senate may not hold an elected seat on another Special or Standing Committee of the Faculty.
4. The Nominations Committee is responsible for filling vacancies on Special Committees.

#### 4.4.3 FACULTY AFFAIRS COMMITTEE

The major concern of the Faculty Affairs Committee (FAC) is to encourage the study and implementation of innovative methods for faculty development. When appropriate, this includes reviewing university policies and objectives that affect the faculty and making recommendations as needed.

1. Membership and Eligibility
  - Dean of Arts and Sciences and Dean of Business and McCallum Graduate School, *ex officio*
  - Six members of any academic rank elected from the faculty, at least one of whom is a lecturer or senior lecturer:
    - No more than five from the full-time faculty
    - At least one from the part-time faculty.
2. Term

The term of service on the Committee is three (3) years.
3. Duties
  - a) gathers, reviews, and recommends

sabbatical requests to the Administration

- b) gathers, reviews, and recommends disbursement of Faculty Development Funds and
- c) attends to any issue that affects faculty development as a whole.

#### 4. Procedural Matters

- a) A Chair and a Secretary are elected annually by the committee from the elected members.
- b) A majority vote of a quorum (4) of the committee is needed for all decisions.

#### 4.4.4 PROMOTION AND TENURE COMMITTEE

The Promotion and Tenure Committee (P&T) reviews all applications for promotion and/or tenure, and after consideration presents the names of all applicants for promotion and/or tenure, together with the Committee's recommendations, to the Board of Trustees through the Offices of the Provost and Vice President for Academic Affairs and President.

##### 1. Membership and Eligibility

The Promotion and Tenure Committee consists of seven (7) tenured members of the full-time faculty with election limited as follows:

- At least two members shall be from the departments of Business and at least two members elected from the departments of Arts and Sciences
- No department may be represented by more than one member on the Committee+
- No member may be serving on the Faculty Senate
- At least three seats must be held by Full Professors

##### 2. Term

The term of office shall be three years. A member may serve any number of terms, but there must be a break in service of at least two years between terms.

##### 3. Election

- a) Members are elected electronically each year by the full-time members of the faculty prior to the last General Faculty meeting of the fall semester preceding their terms of office. The Nominations Committee shall plan the details of the election and supervise the electronic distribution and processing of all ballots. A primary election, if necessary, shall be conducted by mail prior to the election.
- b) If a vacancy should arise, the Nominations Committee shall, if necessary, conduct a

primary by email, and the election to fill the unexpired term shall be conducted as timing dictates.

- c) In all instances, voting will be confidential and restricted to one vote per eligible faculty member for each position on the ballot.

4. Duties

- a) to receive and review all applications for promotion and/or tenure and, after consideration,
- b) to make recommendations on all applicants for promotion and/or tenure to the Board of Trustees of the university through the Offices of the Provost and Vice President for Academic Affairs and President.

5. Procedural Matters

- a) This Committee, because of the confidential nature of its deliberations, does not report to the Faculty except as provided in Section 5.9.8.4.
- b) A member of the P&T Committee seeking promotion must be granted a leave of absence from the committee for that year. See Section 3b above for filling the vacancy.
- c) A member of the P&T Committee shall be absent during discussion of and voting on a candidate from a member's own academic department.
- d) P&T Committee members holding joint appointments shall be absent during discussion of and voting on a candidate from any department in which they are a member.
- e) P&T Committee members holding a secondary appointment shall be absent during discussion of and voting on a candidate only from their primary department.

See Sections 5.8 and 5.9 for detailed procedures.

#### 4.4.5 TEACHING AND SCHOLARLY ACTIVITIES COMMITTEE

The Teaching and Scholarly Activities Committee (TSAC) is responsible for: recommending winners of the Bentley University Scholar of the Year Award; recommending winners of the Gregory H. Adamian Award for Teaching Excellence; selecting winners of Bentley University Awards for Innovation in Teaching; recommending to the appropriate Dean those faculty deserving of special monetary awards established by the Board of Trustees; handling other teaching-related matters as may appropriately come before the Committee, and dealing with other matters related to research and scholarly activities as may appropriately come before the Committee.

1. Membership

- at least three tenured faculty members;
- at least three full-time faculty members elected from business departments.
- at least three full-time faculty members elected from arts and sciences departments.
- one Wilder Teaching Professor
- student representative for discussions deemed appropriate by the Committee

2. Eligibility

No academic department shall be represented by more than one member on the Committee.

3. Term

The term of service on the Committee shall be three (3) years.

#### 4.4.6 STANDING COMMITTEES OF THE FACULTY

1. Membership

- a) Except where noted, at least two Senators, appointed by the Senate, sit on each Standing Committee for a renewable term of one year. At-large members are elected for renewable three year terms by the Faculty prior to the final General Faculty meeting of the academic year. No faculty member may serve on more than two of the Special and Standing Committees of the Faculty. No more than one member of any department may hold an elected seat on a Standing Committee.
- b) When a vacancy occurs on a Standing Committee for any reason, the Chair of the Faculty Senate shall be notified by the Chair of the Standing Committee. The Nominations Committee of the Faculty Senate is responsible for identifying a replacement.

2. *Ex officio* Members and Voting



- a) The President of Bentley University and Provost and Vice President for Academic Affairs are *ex officio* members of all Standing Committees of the Faculty.
  - b) *Ex officio* members of Standing Committees do not have the right to vote.
  - c) *Ex officio* members may designate a representative to attend committee meetings.
3. Procedures
- a) A Chair and a Secretary are elected annually by the Committee and may be re-elected.
  - b) Each Standing Committee shall establish its own policies and operating procedures, subject to review and approval by the Faculty Senate.
  - c) Each Standing Committee may, when it deems it reasonable and efficient, establish subcommittees to deal with specific areas and concerns of the committee and meet as a committee of the whole only when necessary for administrative purposes or when it deems issues to be of unusual import. While any such structures remain within the control of the Committee, the Committee shall report to the Senate the subcommittees formed and the membership thereof, to be made available to the Faculty.
  - d) All Standing Committees shall report to the Faculty Senate and, in some instances, to the General Faculty by way of the Faculty Senate.
4. Agenda, Minutes, and Records
- a) Notices of meetings and agendas of Standing Committees shall be sent to committee members and the Secretary of the Faculty Senate in advance and made available to the general faculty.
  - b) Minutes shall be kept at each meeting of a standing committee and sent to the Secretary of Faculty Senate prior to the next meeting of that committee. A complete record of actions taken and recommendations made shall be kept in a permanent file at the Office of the Faculty Senate and made available to any member of the General Faculty who wishes to consult them.

#### 4.4.7 ACADEMIC STANDARDS COMMITTEE

##### 1. Membership

- Dean of Arts and Sciences, *ex officio*
- Dean of Business and the McCallum Graduate School, *ex officio*
- Registrar, *ex officio*
- Associate Dean for Academic Services, *ex officio*
- Two Senators appointed by the Faculty Senate
- Four faculty members elected by the General Faculty
- One student appointed by the Academic Affairs Board of the Student Government Association

The elected members may be of any academic rank, but not more than one member of this committee will be of the rank of Lecturer or Senior Lecturer. The student member shall not have the right to vote.

##### 2. Duties

- a) To recommend university policies in such areas as graduation requirements, probation, academic warnings, quality point requirements, attendance requirements, examination policies and practices, grading systems, and the evaluation of student performance.
- b) To evaluate policies and procedures relative to the academic standards of the university and, where appropriate, to propose new policies and procedures.
- c) The Committee shall elect a member of the Academic Standards committee to serve on the Academic Performance Committee for a term set by this committee but not to exceed the elected term on the Academic Standards Committee.

#### 4.4.8 THE CURRICULUM COMMITTEES

There are two committees charged with overseeing the Bentley undergraduate curriculum, the Curriculum Implementation Committee and the Curriculum Policy Committee. Each committee shall be elected separately by the faculty, with additional members appointed to each by the Faculty Senate as specified below. Each committee shall report independently to the Senate, and its decisions will not be subject to review by the other.

#### 4.4.9 CURRICULUM IMPLEMENTATION COMMITTEE

The Curriculum Implementation Committee is charged with assuring that the strategic curricular goals of the university, as shaped by the Curriculum Policy Committee and articulated in the Faculty Manual, be



maintained, and with reviewing curricular initiatives proposed by any of the several instructional units of the institution.

1. Membership

- Dean of Arts and Sciences, *ex officio*
- Dean of Business and McCallum Graduate School of Business, *ex officio*
- Two Senators appointed by the Faculty Senate
- Three faculty members elected by the General Faculty
- Associate Dean for Academic Services, *ex officio*
- Registrar, *ex officio*
- Director of Undergraduate Admissions, *ex officio*
- Executive Director of Academic Technology, Library and Research Services, *ex officio*
- Assurance of Learning Coordinator, *ex officio*
- One student appointed by the Academic Affairs Board of the Undergraduate Student Government Association. The student member shall have no vote.
- At least two faculty members from departments of Business and at least two from departments of the Arts and Sciences.

2. Duties

- a) To consider curriculum recommendations of the academic departments.
- b) To establish and advise each department and appropriate university committees of operational guidelines and deadlines for submission of curriculum proposals or changes to the Committee.
- c) To ensure that the university catalogue be truly representative of decisions made by the Departments, the Curriculum Implementation Committee, and the Faculty.
- d) To perform such other duties as normally pertain to curriculum implementation matters.
- e) To receive information and provide advice or comment on any programs which are proposed for discontinuance. It is expected that such a proposal will be brought to the Committee by the Provost or appropriate Dean.

3. Curriculum approval

A. Category I: Approval required by Curriculum

Implementation Committee, Faculty Senate, and General Faculty:

- New programs, that is, new degree programs, new majors, and new minors
- Major revisions of existing programs. New concentrations within a major (including new LSMs) shall be considered major revisions.

B. Category II: Approval by both Curriculum Implementation Committee and Faculty Senate:

- All new permanent courses.
- Deletions of courses in existing programs that affect programs of other departments
- Prerequisite changes and/or modifications of course requirements that affect programs of other departments

C. Category III: Approval by Curriculum Implementation Committee only:

- Faculty-led short term courses to be offered abroad under the auspices of the Office of International Education.
- Minor revisions to requirements within a major, minor or concentration that do not affect programs of other departments. CIC will use its discretion in differentiating major and minor revisions (category II vs. category III).
- Substantial revisions to the content of existing courses.
- Reactivation of courses after five or more years of inactivity (see 7.4.7).

D. Category IV: Decided upon by Department with notice to the Curriculum Implementation Committee

- Routine operational issues, such as changes to individual course titles, numbers, and prerequisites; minor course description or content changes; deletions from the catalogue of courses not offered over time; additions or deletions to elective courses within programs (provided this does not affect other departments).
- Experimental courses, which shall be defined as courses with specific content that

may not be repeated for credit. Experimental course numbers (XX 198/199, 298/299, 398/399) should be used to explore curriculum development for an intended long-term, permanent course offering. A course description and draft syllabus must be submitted to CIC *each time* before the course may be listed by the registrar for the upcoming semester's schedule. The description should indicate the curricular requirements fulfilled by this course (Business or Arts & Science elective; Diversity, International, or Communication Intensive; major, minor, and/or LSM requirement or elective). Experimental courses may be offered twice with notice provided to the CIC each time the course is offered. To be offered a third time they must be approved as permanent courses (Category II).

- The specific topic of a Selected or Special Topics course or Seminar offered in a given semester. A course description and draft syllabus must be submitted to CIC *each time* a Selected or Special Topics course or seminar is offered before it may be listed in the upcoming semester's schedule. The description should indicate the curricular requirements fulfilled by this course (Business or Arts & Science elective; Diversity, International, Communication Intensive; major, minor, and/or LSM requirement or elective). Any particular topic under these rubrics may be offered twice with notice to the CIC. To be offered a third time, it must be approved as a permanent course (Category II).

#### 4. Reporting

- a) Any approved Category I or Category II change shall be reported promptly to the Senate Planning Committee. A final report of all Curriculum Implementation Committee business should be submitted to the Faculty Senate at the end of each semester.
- b) The last scheduled meeting of the Curriculum Implementation Committee in

any semester will occur no later than three weeks prior to the final meeting of the Faculty Senate in that semester. Meetings after that date shall occur only at the request of the Planning Committee of the Faculty Senate.

#### 5. Deadlines

Deadlines for submitting course and other relevant registration information are available in the Registrar's office. Course modifications or additions may be published in the undergraduate day course scheduling booklets prior to Faculty approval, but they must be acted upon before registration for the following semester. However, no proposed curriculum change can be presented in any university Admissions activities, university catalogue, or other university publication intended for the general public, prior to its approval at the level of the Governance System indicated by its Category. Information about new courses or programs should be made available to the Administration prior to their submission to the Curriculum Implementation Committee.

#### 4.4.10 CURRICULUM POLICY COMMITTEE:

The curriculum serves as the primary instrument for achieving the Bentley mission. The Curriculum Policy Committee is responsible for ensuring that individual courses make up parts of a coherent whole, and that the curriculum as a whole reflects an awareness of the best contemporary ideas and practices in higher education, as well as sensitivity to real world conditions that Bentley graduates will face.

#### 1. Membership

- Dean of Arts and Sciences, *ex officio*
- Dean of Business and McCallum Graduate School of Business, *ex officio*
- Two senators appointed by the Faculty Senate
- Three faculty members elected by the General Faculty
- Associate Dean for Academic Services, *ex officio*
- Registrar, *ex officio*
- Director of Undergraduate Admissions, *ex officio*
- Director of Academic Technology, Library and Research Services, *ex officio*
- Director of the Alliance for Ethics and Social Responsibility, *ex officio*
- Director of Career Services, *ex officio*
- At least two faculty members from departments of Business and at least two from departments of the Arts & Sciences.

## 2. Duties

- a) To conduct continuing studies of existing and proposed curricula.
- b) To solicit faculty opinion on curriculum matters.
- c) To assist departments in curriculum development, suggesting ideas and direction, insuring proper differentiation and integration of offerings, and serving as mediator.
- d) To focus attention on the future direction, the feasibility, and the appropriateness of academic programs.
- e) To recommend, annually, curriculum requirements to the Provost and Vice President of Academic Affairs, and to the Faculty.
- f) To develop and regularly review criteria for designating courses as Business or Arts & Sciences
- g) To perform such other duties as normally pertain to curriculum policy matters.
- h) To receive information and provide advice or comment on any programs which are proposed for discontinuance. It is expected that such a proposal will be brought to the Committee by the Provost and Vice President for Academic Affairs or the appropriate Dean.

## 3. Reporting

The Curriculum Policy Committee will report to the Faculty Senate annually on matters of the curriculum, including recommendations for Faculty Senate consideration.

### 4.4.11 FACULTY EVALUATION PROCEDURES COMMITTEE

#### 1. Membership

- Three faculty members elected by the General Faculty
  - One must be untenured;
  - At least one must be from a Business Department; and
  - At least one must be from an Arts and Sciences Department
- Provost and Vice President for Academic Affairs *ex officio*
- Dean of Business and the McCallum Graduate School *ex officio*
- Dean of Arts and Sciences *ex officio*
- Two Senators appointed by the Faculty Senate

## 2. Duties

- a) Consider and approve any modifications or alterations to the evaluation procedures when proposed by a department to satisfy special needs
- b) Review the working of evaluation procedures and consider improvements and amendments
- c) Generate and/or approve standardized documents necessary to the proper functioning of the evaluation procedures.

### 4.4.12 SALARY AND BENEFITS COMMITTEE

The Salary and Benefits Committee is not intended in any way to be, nor to appear to be, an agency for negotiation of salary or benefits for the Faculty as a whole or for any individual faculty member. The Committee is not authorized nor intended to be, in any respect, a body to hear, act upon, or consider any grievance on the part of any faculty member or members.

#### 1. Membership

- Three Senators appointed by the Faculty Senate
- Three faculty members elected by the General Faculty
- At least two faculty members from departments of Business and at least two from departments of the Arts & Sciences.

#### 2. Duties

- a) To establish and maintain an awareness of the current salary conditions at Bentley University and, in general, at other institutions of higher education.
- b) To determine periodically the extent to which inflation has eroded the purchasing power of the dollar in general, and particularly in the geographical area in which Bentley exists.
- c) To maintain an awareness of the benefits that are available to the faculty of Bentley University.
- d) To search continually for ways to improve such benefits in a manner consistent with the best interests of the university.
- e) To keep the Bentley University faculty apprised of all the above through periodic reports to the Faculty Senate.
- f) To periodically recommend to the faculty through the Faculty Senate improvements in salary and benefits.

- g) To serve as a conduit through which faculty concerns related to salaries and benefits may be communicated to the Administration and the Board of Trustees, and through which the responses of these groups may be communicated back to the Faculty through the Faculty Senate.
- h) To establish and review, jointly with the administration, a set of salary and benefits objectives as well as a comprehensive faculty compensation plan.
- i) To establish a schedule of activities, agreed upon by the administration, reflecting the major tasks of both parties during the academic year.

#### 4.5 OTHER COMMITTEES ON WHICH FACULTY SERVE

##### 4.5.1 GRADUATE SCHOOL

###### 4.5.1.1 GRADUATE COUNCIL

Academic issues in graduate education are the concern of the Graduate Council.

1. Membership
  - Dean of Business and the McCallum Graduate School of Business, Chair
  - MBA Director
  - Chairs of the departments involved in graduate program delivery (including at least one faculty member from Arts and Sciences)
  - Chair of the Faculty Senate
  - A graduate student selected by the Graduate Student Association
  - Other such members as deemed necessary.
  - *Ex officio* members of the Graduate Council are:
    - Dean of Arts and Sciences
    - Director of Marketing Programs
    - Assistant Dean/Director of Graduate Student and
    - Academic Services
    - Director of Graduate Admissions
    - All academic Associate Deans.
2. Duties
  - a) The Graduate Council formulates academic policies, monitors adherence to standards, and advises the Dean on new programs and other developments in the McCallum Graduate School.
  - b) All curriculum changes (Category I and II as defined in Section 4.4.9) approved by the Graduate Council are promptly reported to the Faculty Senate, who will act on all such

recommendations by approving or disapproving them.

- c) At the request of the Provost and Vice President for Academic Affairs, Graduate Council recommendations may be brought to the General Faculty for final resolution.
- d) The Graduate Council is responsible for nominating and electing members of the other Graduate Committees defined below.

###### 4.5.1.2 GRADUATE CURRICULUM COMMITTEE

1. Membership
  - Associate Dean of Business, Chair
  - Two representative department chairs,
  - Two representatives of faculty teaching graduate-level courses
  - The MBA Program Director
  - One other Academic Program Director
  - Registrar, *ex officio*
  - Assistant Dean/Director of Graduate Student and Academic Services, *ex officio*
2. Duties
  - a) The purpose of the Graduate Curriculum Committee is two-fold:
    - a. To take a strategic view of the entire Graduate School curriculum, suggesting areas of development, revision, or discontinuation, and
    - b. To review and approve or recommend to Graduate Council changes to existing courses and programs as well as new courses and programs proposed by academic departments.
  - b) All course and program changes as well as new programs and courses are reviewed first by Graduate Curriculum Committee and then sent to Graduate Council. Categories I and II curriculum changes follow the procedure specified in Section 4.4.9.

###### 4.5.1.3 GRADUATE ACADEMIC PERFORMANCE COMMITTEE

1. Membership
  - Chaired by the Assistant Dean/Director of Graduate Student and Academic Services
  - Faculty selected by the Graduate Council
  - A representative of the Office of

Registrar *ex officio*.

## 2. Duties

- a) The purpose of the Graduate Academic Performance Committee is two-fold:
  - a. To consider cases of students whose records make them liable for dismissal
  - b. To consider new academic performance policies or changes to existing policies (e.g., grading policies).
- b) When reviewing student cases, the Committee considers cases on the basis of audits done by the Registrar's office. Interviewing students, where necessary, the Committee determines whether and under what conditions a student may continue studies at Bentley.
- c) The Committee Chair confirms in writing the Committee's decisions to the student. Any policy changes or new academic policies are forwarded to the Graduate Council for approval, as well as Faculty Senate.

### 4.5.1.4 GRADUATE ACADEMIC PROGRAM DIRECTORS COMMITTEE

#### 1. Membership

- Chaired by the Associate Dean of Business
- Academic Program Directors of each of the Graduate degree programs
- *Ex officio* members are representatives from
  - Graduate Admissions
  - Graduate Marketing Programs
  - Graduate Student and Academic Services.

#### 2. Duties

To provide a forum for academic program directors to develop shared processes and policies for recruiting, screening, advising, and placing students. The committee does not have an official policy role, but brings concerns and issues to Graduate Council for consideration.

### 4.5.2 PH.D. PROGRAM

The PhD Program is part of the McCallum Graduate School of Business. However, it operates independently of the Graduate Council and its committees that oversee the MBA and specialist masters' degree portfolio.

#### 4.5.2.1 PHD COUNCIL

Academic issues within the program will be under the

purview of a PhD Council. The PhD Council will formulate academic policies and curriculum, monitor adherence to standards, and inform the Provost and Vice-President of Academic Affairs of developments in the PhD program. The PhD Council will promptly report all curricular decisions and major policy decisions to the Faculty Senate. Major curricular and policy decisions will further require Senate approval.

#### 1. Membership

- Director of the PhD Program (recommended by the PhD Council and appointed by, and reporting to, the Dean of Business, in consultation with the Dean of Arts and Sciences, for a four year term with possible two year extensions)
- Associate Director of the PhD Program
- Dean of Business and the McCallum Graduate School *ex officio*
- Dean of Arts and Sciences *ex officio*
- Provost and Vice President for Academic Affairs *ex officio*
- Chair of the Faculty Senate *ex officio*
- Seven other members, each of whom serve for a term of four years, drawn from a list of faculty who meet the following criteria:
  - 1) Have had teaching /supervisory involvement in Bentley's PhD Program or in a PhD program from a different institution;
  - 2) and are actively engaged in scholarly research commensurate with teaching at the PhD level.

The seven members are selected through the following process:

- Three faculty members elected by the General Faculty
- Three faculty members selected by the Dean Business and the McCallum Graduate School of Business in a manner that ensures there are at least two accountancy and two business representatives
- One faculty member selected by the Dean of Arts and Science
- One PhD (Accountancy) student and one PhD (Business) student selected by the PhD students in a formal ballot organized within the first two months of the beginning of each academic year to serve as their Council representatives. The student representatives are not regular members of the Council, but perform the role of providing input to the PhD Council

and the PhD Director on student views and concerns.

#### **4.5.2.2 COMMITTEES OF THE PHD COUNCIL**

The five working committees of the PhD Council are all chaired by the Director of the PhD Program. They include (a) the PhD Academic Admissions Committee, (b) the PhD Academic Performance Committee, (c) the PhD Curriculum Committee, (d) the PhD Assessment Committee, and (e) the PhD Placement Committee. Each committee makes recommendations to the Council on matters related to its charge, with final decisions being made by the voting members of the PhD Council. The PhD Council is responsible for assigning members to the working committees. Outside of the Director of the PhD Program, PhD Council members cannot serve on more than two of the four committees and they may not simultaneously serve on the PhD Academic Performance Standards and the PhD Curriculum Committees.

#### **4.5.2.3 PHD ADMISSIONS COMMITTEE**

The Admissions Committee includes the Director of the PhD Program and all seven faculty members on the PhD Council. It has four major functions:

1. To review and approve the criteria for admission to the program (including financial aid), to monitor and change as needed the admissions process itself (e.g., acceptable tests, changes to the application form).
2. To review applications and determine if candidates are suitably qualified.
3. To determine whether there is a faculty supervisor willing and able to take on an applicant who is suitably qualified (in doing this they will work closely with departmental designees).
4. To make recommendations about accepting/rejecting applicants to the PhD program to the PhD Council.

#### **4.5.2.4 PHD ACADEMIC PERFORMANCE COMMITTEE**

The Academic Performance Committee is chaired by the PhD Director and includes three faculty members from the PhD Council. The committee considers the cases of students whose records make them liable for dismissal. Interviewing the students where necessary, the committee considers whether and under what conditions a student may continue studies at Bentley and makes recommendations to the PhD Council based on this evaluation. The PhD Director confirms in writing the Council's decisions to the student. The committee also considers and suggests revisions to academic performance policies or changes to existing policies, e.g., grading policies. Any policy changes or new academic

policies are forwarded to the PhD council for approval, as well as to the Faculty Senate.

#### **4.5.2.5 PHD CURRICULUM COMMITTEE**

The Curriculum Committee is chaired by the PhD Director and includes three faculty members selected from the PhD Council. The Curriculum Committee has two purposes:

1. To take a strategic view of the entire PhD curriculum, suggesting areas of development, revision, or discontinuation, and
2. To review and approve or recommend to PhD Council changes to existing courses as well as new courses proposed by academic departments. All course and curricular changes are first reviewed by PhD Curriculum Committee and then sent to PhD Council for its consideration and approval. PhD Council will immediately forward all approved curricular changes to Faculty Senate, as specified in 4.5.2.1.

#### **4.5.2.6 PHD ASSESSMENT COMMITTEE**

The Assessment Committee is chaired by the PhD Director and includes three faculty members from the PhD Council along with the Director of Bentley's Assurance of Learning Program, as an *ex officio* and non-voting member. The Committee is charged with designing, facilitating and reviewing assessment of the governance, program and student learning outcomes of the PhD program. The Committee makes recommendations to the PhD Council as necessary based on its findings.

#### **4.5.2.7 PHD PLACEMENT COMMITTEE**

The Placement Committee is chaired by the PhD Director and includes the Dean of Arts and Sciences, the Dean of Business, the Provost and Vice President for Academic Affairs and all PhD supervisors. The Committee facilitates the all-important student placement once students begin to look for jobs. The purpose of the Committee is to provide a support and vetting service for our doctoral candidates. Each student will be required to prepare an information file that will be vetted by this committee; the committee will provide administrative support to our students to ensure that these files contain information that looks as professional as possible. The PhD program office will prepare an initial list of items that should be included in the file.



### 4.5.3 OTHER UNIVERSITY COMMITTEES, BOARD, AND COUNCILS

#### 4.5.3.1 FACULTY REPRESENTATION ON COMMITTEES OF THE BOARD OF TRUSTEES

Faculty representation on committees of the Board of Trustees is as follows:

- a) Academic Affairs Committee: Chair of the Faculty Senate, one Senator, and not fewer than three elected faculty members (at least one from the business departments and at least one from the arts and sciences departments).
- b) Physical Facilities Committee: Not fewer than two faculty members, one of whom shall be a Faculty Senator and one elected faculty member.
- c) Student Affairs Committee: Not fewer than three faculty members (one of whom shall be a Faculty Senator and one elected faculty member and one member chosen from and by the Student Affairs Committee of the faculty)
- d) Faculty representatives are elected by the faculty at the final General Faculty meeting of the academic year and normally serve a term of two years.
- e) Faculty representatives who are unable to attend a scheduled meeting of a committee are requested to notify the office of the Faculty Senate with an agenda and other meeting materials as early as possible. The Chair of the Faculty Senate shall then contact an appropriate person to substitute.

#### 4.5.3.2 ACADEMIC INTEGRITY COUNCIL

The Academic Integrity Council: consists of at least five faculty volunteers selected by the Nominations Committee, as well as a graduate student and an undergraduate student designated annually by their respective student government associations. The Academic Integrity Council reviews the state of academic integrity in the Bentley community; advises the Director of Academic Integrity on the process and procedures of the Academic Integrity System; and recommends Faculty Manual revisions as appropriate. A faculty member of the council serves as Chair when an Academic Integrity Hearing is required.

#### 4.5.3.3 ACADEMIC PERFORMANCE COMMITTEE

The Undergraduate Academic Performance Committee members will review the cases of all undergraduate students who have serious academic deficiencies. The

Academic Performance Committee meets after grades are posted from the fall semester and spring semester.

#### 1. Voting Membership

- Three faculty members
  - One a member of and chosen by the Academic Standards Committee
  - Two nominated by the Nominations Committee and confirmed by the Faculty Senate with one member selected from the Arts and Sciences faculty and one member selected from the Business faculty.
- Two representatives from the Office of Academic Services appointed by the Associate Dean of Academic Services
- One representative from the professional staff of the Office of Student Affairs appointed by the Vice President of Student Affairs
- The University Registrar or designee

The term of the faculty member from the Academic Standards Committee shall be decided by the Academic Standards Committee but shall not exceed the member's tenure on the Committee. The term of the other faculty members shall be two years.

#### 2. Ex-Officio Members

- Associate Dean of Academic Services, Facilitator

#### 3. Invited Guests

- University Ombudsman or designee
- Additional Representative from the professional staff of the Office of Student Affairs appointed by the Vice President of Student Affairs

The Committee will assign one or more of the following sanctions for students reviewed at the Academic Performance Committee meeting:

- Reduced course load
- Enrollment in specific courses
- Additional Probationary semesters
- Mandatory participation in the Seminar for Academic Success course
- Suspension for one academic year
- Permanent academic dismissal from the University
- Other actions, including no sanctions, deemed appropriate by the Academic Performance Committee voting members

#### **4.5.3.4 CALENDAR COMMITTEE**

##### **1. Membership**

- Registrar, Chair
- Representatives of all constituencies of the university
  - Includes two members of the Faculty nominated by the Nominations Committee and confirmed by the Faculty Senate for staggered terms of two years.

##### **2. Duties**

Preparing the academic calendar for each academic year.

#### **4.5.3.5 JUDICIAL BOARD**

The Judicial Board is the highest ranking judicial body in the Bentley University judicial system. It is, for the most part, a disciplinary body which reviews serious cases of violation and is the only body that has the authority to recommend disciplinary suspension or expulsion. The Judicial Board is responsible for determining the validity of the complaints brought against the student and for recommending an appropriate action to be taken by the Office of Student Affairs.

##### **1. Membership**

- Chair (appointed by the President)
- Two faculty
- Two students

Detailed information on the Judicial System may be found in the current copy of the Student Handbook.

#### **4.5.3.6 ADVISORY COUNCILS**

Advisory Councils may be appointed from time to time by the President, the Provost and Vice President for Academic Affairs, the Deans, or the Faculty Senate to deal with specific matters and issues affecting the Institution which do not come under the jurisdiction of the Standing Committees of the Faculty.

#### **4.5.3.7 AD HOC COMMITTEES**

Ad Hoc committees may be appointed from time to time by the President, the Provost and Vice President for Academic Affairs, the Deans, or the Faculty Senate to deal with specific matters and issues affecting the Institution which do not come under the jurisdiction of the Standing Committees of the Faculty.

## SECTION 5.0 FACULTY APPOINTMENT, EVALUATION, PROMOTION, TENURE, AND TERMINATION

### 5.1 DEFINITION OF FACULTY STATUS

#### 5.1.1 FULL-TIME FACULTY

1. The full-time faculty consists of those individuals holding a full-time teaching appointment and contract in one of the academic departments. These appointments may be at the rank of Lecturer, Senior Lecturer, Assistant Professor, Associate Professor, or Professor.
2. Full-time faculty, at the rank of Lecturer or higher, are expected to teach, to advise students, to engage in scholarly activity, and to contribute to the governance of the university through participation on committees and various other bodies. Lecturers/Senior Lecturers are primarily teachers and although scholarly activity and institutional service will be valued, evaluation will be based primarily on teaching performance.
3. Full-time faculty members are expected to teach in the Undergraduate, Graduate, and/or Doctoral programs, either day or evening, as the needs of the department and university may require.

##### 5.1.1.1 FULL-TIME VISITING FACULTY

Visiting Professors are classified according to the rank of Lecturer or higher.

##### 5.1.1.2 ADJUNCT (PART-TIME) FACULTY

Adjunct (part-time) faculty members are hired on a course-by-course basis. Such faculty members teach one or two courses per semester.

##### 5.1.1.3 EMERITI FACULTY

1. At the time a full-time faculty member retires from Bentley University in good standing, the tenured members of a department may petition, with supporting evidence, the Provost and Vice President for Academic Affairs and appropriate Dean to recommend that the President request the Board of Trustees to add emeritus to the faculty member's title at current rank to recognize service as a faculty member at Bentley University. In the absence of exceptional factors, the retiree must have been at the university for at least fifteen years.
2. The university will include all Professors Emeriti in official listings of its faculty members. Such listings will allow the Professors Emeriti to receive university publications and notification of educational, cultural, and social events. Professors Emeriti will continue to enjoy faculty library and

computer services privileges.

#### 5.1.2 GENERAL FACULTY

The General Faculty includes the full- and part-time faculty members, as well as various administrators, librarians, registrars, student affairs personnel, directors of academic learning centers, and others holding faculty rank or status. See Section 4.2.2 for a list of the General Faculty.

#### 5.1.3 MINIMUM QUALIFICATIONS FOR APPOINTMENT TO RANK

##### a) Lecturer

To be appointed to the rank of Lecturer an individual must hold at least a master's degree or equivalent.

##### b) Senior Lecturer

To be appointed to the rank of Senior Lecturer an individual must hold at least a master's degree or equivalent.

##### c) Assistant Professor

Appointment to the rank of Assistant Professor is made if the individual holds terminal qualifications or can demonstrate proximate completion of the doctorate. Such appointment should also be consistent with the criteria for promotion to Assistant Professor in Section 5.8.4.

##### d) Associate Professor and Professor

Appointment to the ranks of Associate Professor and Professor requires the holding of a terminal degree and consideration of the candidate's fitness for a long term association with the university. Such individuals must have also demonstrated accomplishment in teaching, scholarship and professional achievement, and service, such that they would normally qualify for promotion at Bentley University to these ranks. (See Section 5.8.4).

### 5.2 TYPES OF CONTRACTS

All faculty members of Bentley University shall have the academic freedom enjoyed by tenured members regardless of the type of contract. See Section 6.0 Faculty Rights and Responsibilities. Information on contracts is also covered in Section 5.3 Search, Appointment, Reappointment, and Nonrenewal and Section 5.9 Tenure.

#### 5.2.1 FULL-TIME CONTRACTS

All full-time contracts or appointments are of three kinds: (1.) tenured; (2.) tenure-track, and (3.) non-tenure-track. Appointments to the rank of Lecturer or Senior Lecturer are non-tenure-track. See Section 5.5 for descriptions of typical teaching loads, faculty job responsibilities, and faculty profiles.

## 1. Tenured

Appointments with tenure are made to persons who have had six years of continuous full-time faculty teaching service. Service as a member of the teaching faculty of another accredited institution of higher education may be deemed equivalent to service at Bentley University up to a maximum of three years of such service. At the discretion of the Board of Trustees, appointments may be made with tenure without regard to length of service. See Section 5.9 Tenure.

## 2. Tenure-track

- a) A faculty member may be granted a series of one-year contracts, which could lead to tenure at Bentley University. The total period of continuous full-time teaching at Bentley University shall not exceed seven years of full-time service. The seven years of full-time service will not include more than three years of prior service credit at the rank of instructor or higher at other accredited institutions. Service in a non-tenure-track position at Bentley University may count toward tenure at the discretion of faculty member.
- b) In exceptional circumstances, such as appointment of an external candidate as a non-tenured chair of an academic department, term contracts of three to five years may be used as warranted by circumstances.
- c) During the entire period, not to exceed seven years of continuous full-time teaching at Bentley University, the member's overall contribution to the university will be evaluated annually based upon appraisals by students, colleagues, and academic administrative officers, in accordance with the procedures in Section 5.5 Evaluation of Faculty.

## 3. Non-tenure-track

- a) Persons who are not offered a tenure-track position at initial appointment may receive a non-tenure-track appointment. Non-tenure-track appointments normally expire annually, but, in extraordinary circumstances, a department may recommend to the appropriate Dean and Provost and Vice President for Academic Affairs that an individual receive a multi-year contract. No notice of termination other than that contained in the appointment letter or contract will be given.
- b) An individual may hold the position of Lecturer for a maximum of five years. If a department wishes to keep that individual for more than five years of continuous full-time service, they must submit a formal request to the appropriate Dean and Provost and Vice President for Academic Affairs. (Specific

requirements for the request are listed in Section 5.8.4).

- c) No appointments to the rank of Lecturer or Senior Lecturer may be made with tenure, but any individual in that rank has the option of applying for a tenure-track position should one become available. If hired in a tenure-track position, that individual would have the option of using or not using their prior years of service at Bentley to count toward tenure. Under no circumstances may a tenure-track faculty member who has applied for and been denied tenure at the university, apply for a Lecturer or Senior Lecturer position, unless there is at least a one-year break in service.

## 5.2.2 PART-TIME CONTRACTS

Adjunct (part-time) faculty members are appointed on a course-by-course basis and such contracts are not cumulative toward tenure. Should a part-time faculty member be appointed to the full-time faculty, only full-time contractual periods are considered for tenure purposes.

## 5.3 SEARCH, APPOINTMENT, REAPPOINTMENT, AND NONRENEWAL

### 5.3.1 SEARCH PROCEDURES

1. To attract the best-qualified faculty to the university, academic departments and search committees are expected to advertise widely for positions within the appropriate professional area and at all times adhere to the spirit of equal opportunity and nondiscriminatory policies.
2. Approval for new positions and replacements for existing positions must be obtained from the Provost and Vice President for Academic Affairs prior to initiating a formal search. A recruitment plan is required for all full-time faculty searches. The process for developing the plan and for managing the search is available on the Office of Human Resources website.
3. Ways in which positions might be advertised include public newspapers, The Chronicle of Higher Education, academic journals, newsletters, placement directories, or other communications of professional associations, the listing of positions at professional meetings, letters to schools graduating qualified individuals, letters to colleges, universities, or businesses, formal and informal contacts, and any others deemed appropriate. The advertising channels will be selected after taking into account the effective practical reach and the cost in both time and money.

### 5.3.2 APPOINTMENT PROCEDURES — FULL-TIME FACULTY

#### 1. Initial Appointment

- a) Acting on the recommendation of the tenured members of the department, the Chair of the Academic Department shall submit to the appropriate Dean and Provost and Vice President for Academic Affairs, in writing, the names and credentials of persons to be considered for initial full-time appointment.
- b) For candidates seeking multiple appointments (see 4.2.2.3):
  - For candidates eligible for a joint appointment, the Chair and tenured members of each involved department will participate in the recruitment process.
  - Candidates will not be eligible to seek a secondary appointment as part of the initial appointment. After they have an initial appointment and one year's service in a primary department, they may apply to be considered for a secondary appointment in another department.
- c) All appointments are made by authority of the Board of Trustees upon recommendation by the President, advised by the Provost and Vice President for Academic Affairs. The Provost and Vice President for Academic Affairs will give written notice of appointment, which will include explicit statements as to the nature and duration of the appointment, the salary, collateral benefits, any qualifying conditions, and, if a tenure-track appointment, a statement that no prior service credit is awarded except as may be set forth in a separate agreement signed by the appointee and the Provost and Vice President for Academic Affairs before September 1 of the initial academic year of the appointment and filed with the notice and acceptance of appointment.
- d) At the discretion of the appropriate Dean and Provost and Vice President for Academic Affairs, an appointee in a tenure-track position may be awarded credit for tenure consideration up to three years of prior full-time faculty service at any other accredited institution or institution of higher education, but an appointee may elect to be awarded a lesser number of years of credit for such service. The number of years, if any, of such credit that is awarded shall be set forth in an agreement as outlined in the item above.
- e) The number of years of prior service credit awarded to an appointee shall be reported by the Provost and Vice President for Academic Affairs in writing to all Department Chairs and to the Chair of the Promotion and Tenure Committee.

- f) In those cases where the Department proposes an appointment with tenure and/or Professor rank, the Department will forward the candidacy (with sufficient written evidence to support the proposal) to The Promotion and Tenure Committee for its advice before submitting the proposal to the Provost and Vice President for Academic Affairs and appropriate Dean. The advice of the P & T Committee shall be made part of the Department's proposal to the Provost and Vice President for Academic Affairs and appropriate Dean. Similarly, the P & T Committee's advice will be sought in cases in which current Bentley University administrators are proposed for academic appointment with tenure and/or Professor rank.

#### 2. Joint and Secondary Appointments for Current Faculty

- a) Joint Appointments  
For current faculty members seeking a new joint appointment, the Chairs of the prospective departments, acting upon a recommendation prepared by the tenured members of those departments and the Chair and tenured members of the current department, shall submit to the appropriate Dean(s) and the Provost and Vice President for Academic Affairs the names of persons to be considered for joint appointments.
- b) Secondary Appointments  
For current faculty members seeking a new secondary appointment, the Chair of the prospective department, acting upon a recommendation prepared by the tenured members of that department, shall submit to the appropriate Dean and the Provost and Vice President for Academic Affairs the names of persons to be considered for secondary appointments.

#### 3. Reappointment

- a) Notice of the terms and conditions of reappointment shall in all cases be given no later than May 1.
- b) Joint Appointments  
Tenured faculty members holding joint appointments will be reappointed to all involved departments. However, the Provost and Vice President for Academic Affairs may rescind an appointment at the request of the faculty member holding a joint appointment.
- c) Secondary Appointments  
Faculty members, tenured or tenure-track, holding a secondary appointment in another department are only considered for reappointment in their primary department. The secondary department is presumed



to continue. However, the Provost and Vice President for Academic Affairs may rescind the secondary appointment at the request of the faculty member holding the secondary appointment or upon receiving written recommendation from the chair of any involved department. Tenured faculty members holding secondary appointments who wish to change the designation of which department is primary and which is secondary must obtain the approval of the appropriate Dean and the tenured members of all departments involved. If such approval is obtained, a Tenure Transfer must be completed.

#### 4. **Nonrenewal of Appointment**

- a) Written notice that a tenure-track appointment is not to be renewed shall be given in accordance with the following standards:
  - Not later than May 1 of the first academic year of service, if the appointment is to be terminated at the end of that year.
  - Not later than December 15 of the second academic year of service, if the appointment is to be terminated at the end of that year.
  - At least twelve months before the expiration of an appointment after two or more years at Bentley University.
- b) Non-tenure-track appointments normally expire annually, but, in extraordinary circumstances, a department may recommend to the appropriate Dean and Provost and Vice President for Academic Affairs that an individual receive a multi-year contract. No notice of nonrenewal other than that contained in the appointment letter or contract will be given.
- c) It is institutional policy not to provide probationary faculty members with a written statement of reasons for non-reappointment.
- d) The decision not to reappoint should not be confused with “dismissal with cause.” Non-reappointment does not necessarily reflect adversely on the faculty member. The long-range educational objectives and standards of an institution, full staffing at the tenure level in the individual’s principal competence or specialty, and fiscal considerations are some of the reasons why it is often either imprudent or impossible to renew appointments.

#### 5.3.3 APPOINTMENT PROCEDURES – ADJUNCT (PART-TIME) FACULTY

1. Recommendations for adjunct faculty appointments shall be made in writing by the Chair of the Academic Department to the appropriate Dean and

Provost and Vice President for Academic Affairs.

2. Each recommendation must be supported by acceptable academic credentials, degree transcripts, and professional references.
3. Generally, adjunct faculty members are appointed at the Assistant Professor level. Written notice of appointment will specify the salary, specific course assignment(s), and any qualifying conditions. Such appointments are for specific course(s) and are never for longer than a single term.

### 5.4 PERSONNEL RECORDS

#### 5.4.1 OFFICIAL PERSONNEL FILE

The official personnel files for all faculty members are maintained by the university. These files are initiated with a copy of the signed letter of appointment and shall contain all official records henceforth until termination. A faculty member’s files shall be available to the faculty member, the Chair of the Academic Department, the President and academic administrative officers of the university, members of committees of the university or of the Board of Trustees who in the performance of their duties require access to these files and to no others, except as required by law or court order.

#### 5.5 EVALUATION OF FACULTY

All full-time faculty members are evaluated annually for salary increase recommendations and developmental purposes. In addition, faculty members are evaluated for purposes of tenure and promotion.

1. Evaluation of faculty at Bentley University ultimately depends upon the collective judgment of one’s peers. Such judgment must be flexible enough to appreciate the wide diversity of contributions that various faculty members can bring to Bentley.
2. Typical teaching loads for full-time tenured and tenure-track faculty members are two to six courses per academic year as part of the commitment to and expectation of performance in the areas of teaching effectiveness, scholarly activity and institutional service. The particular teaching load will be determined on a year to year basis depending on departmental and university needs and expectations of performance. Teaching loads that are higher or lower than this range would only be undertaken through arrangements that require the mutual consent of the faculty member and the university.
3. Non-tenure-track full-time faculty members have a typical teaching load of eight courses per academic



year. A lower teaching load may be assigned to faculty who agree to assume other major responsibilities in service or scholarly endeavors. A lower teaching load would only be undertaken with the mutual consent of the faculty member and the university.

The following sections describe the criteria for evaluation, the methods of information gathering and reporting, various evaluation procedures and the faculty profiles structure providing a set of options to individual faculty members in choosing a set of activities that foster career goals as well as the objectives of the department and the university.

### 5.5.1 CRITERIA FOR EVALUATION

1. The three primary criteria to be observed in evaluating faculty are:

*a) Teaching Effectiveness*

Teaching effectiveness must be clearly demonstrated for a faculty member to earn retention, tenure, promotion, and merit increases. It must be viewed as a baseline: a standard that must be achieved for all levels of faculty advancement. Teaching effectiveness, therefore, must receive primary attention during the evaluation process.

*b) Scholarly Activity*

Continuing scholarly activity is considered to be vital. This dimension of performance is to be encouraged and given substantial weight in any faculty evaluation.

*c) Institutional Service*

Continuing institutional service is also considered to be vital. It is to be encouraged and given substantial weight in any faculty evaluation. Institutional service may include both internal and external professional service activities.

2. Teaching, scholarly activity, and institutional service are required of all full-time faculty members. Recognizing that at different times faculty members will want to focus their energies and attention in different directions, individual faculty members have flexibility in the extent to which they emphasize each of the three areas consistent with the needs of the department and the university. The definitions of these three areas — teaching, scholarly activity and institutional service — must not be overly narrow and rigid and they must be departmentally based to accommodate unique aspects of each discipline.

There are four profiles from which a tenured or tenure-track faculty member can choose:

a) Standard Profile: Places equal emphasis on teaching, scholarly activity, and institutional service.

b) Teaching Profile: Emphasizes teaching.

c) Scholarly Activity Profile: Emphasizes scholarly activity.

d) Institutional Service Profile: Emphasizes institutional service.

3. Individual tenured or tenure-track faculty members have the responsibility for proposing their profile for a given academic year depending on their short-term needs, long-term objectives and other considerations such as external market influences. The Department Chair is responsible for coordinating with the individual faculty member to insure that his/her profile contributes appropriately to departmental needs. The Provost and Vice President for Academic Affairs and Deans have the responsibility for accommodating faculty profiles and department plans with the overall mission of the Bentley University and the strategic plan for Academic Affairs.

4. All evaluation processes (promotion, tenure, merit raise, other awards) should evaluate a tenured or tenure-track faculty member in relation to his or her evaluation profile. Rewards for meritorious performance are achievable through any profile.

5. The four-profile structure applies to tenured and tenure-track faculty members and not to non-tenure-track faculty members. In reference to the Profile Guidelines, at least Level I performance would be expected in all three areas from non-tenure-track faculty members. For tenure-track faculty, service performance may vary based on career level and experience.

### 5.5.2 PROCEDURE FOR THE PROFILE DECISION

1. The philosophy of the university is to encourage a diversity of profiles and to ensure that all profiles are valued equally. It is the responsibility of department chairs to arrange with each faculty member a profile that balances the needs and strengths of the faculty member with the needs of the department and the strategic plan of the university.

2. Each full-time faculty member meets with the Department Chair to assess the faculty member's past year's activities and to discuss his/her plans and profile. The profile decision, as much as possible, should be the choice of the faculty person, with guidance and advising from the Chair about special departmental needs, the best route for tenure, and the need for a balance of profiles within the department and across the institution. Should unanticipated problems or significant opportunities arise during the year, with the Chair's concurrence, the faculty member may revise his or her profile choice.

3. Mutual understanding between Department Chairs and faculty members is essential under this procedure. Ongoing feedback is important to individual faculty members, and Department Chairs are encouraged to provide such feedback, at least informally, throughout the academic year. Conversely, individual faculty members are encouraged to update the chair regarding their plans and progress. Such open and ongoing mutual communication is particularly important to new and tenure-track faculty members.
4. If there is disagreement between the faculty member and the Department Chair, the issue will be referred to the appropriate Dean for resolution.
5. The Chair and the appropriate Dean will review the distribution of profiles in the department.
6. Records of profile requests and agreements will be maintained in each academic department.

### 5.5.3 REFERENCE GROUPS

In evaluating the performance of faculty, the reference groups will include colleagues in the Department, the university, and the relevant discipline(s).

### 5.5.4 SOURCES OF INFORMATION

Every full-time faculty member will submit an annual activity report that covers teaching, scholarly activity, and service. The evaluation process must include this report and the following sources of information:

- a) Teaching Effectiveness  
Each full-time faculty member will enumerate and describe teaching activities during the prior calendar year.
- b) Scholarly Activity  
Each full-time faculty member will enumerate and describe scholarly activities during the prior calendar year.
- c) Institutional Service  
Each full-time faculty member will enumerate and describe internal and external service activities that are beneficial to Bentley, performed during the prior calendar year.

## 5.5.5 EVALUATION PROCEDURES – TENURED FACULTY

### 5.5.5.1 TENURED FACULTY

1. The Department Chair will prepare an annual written evaluation of the performance of each tenured faculty member based upon SETs, reports of classroom visits (if requested by the faculty member or the Department Chair) and other aspects of teaching (such as pedagogy, grading practices, problems encountered), scholarship (such as manuscripts submitted, works-in-

progress, on-going research activity, etc.) and service. The Department Chair will send a copy to the tenured faculty member. Either the faculty member or the Department Chair may request a meeting to discuss the evaluation.

2. The tenured faculty member may prepare a written response to the evaluation and submit the response to the Department Chair. The evaluation and any response become a part of the personnel files of the department.
3. If the faculty member is currently serving as a Department Chair, the appropriate Dean will conduct the evaluation process.
4. Faculty members holding joint appointments are evaluated under the normal process by both Department Chairs.
5. Faculty members holding secondary appointments are evaluated by the Department Chair of their primary department, with input from the Department Chair of the secondary department.

### 5.5.5.2 TRUSTEE AND NAMED PROFESSORS

1. A Term Review Process will apply to all Trustee Professors and Named Professors whose terms of reference extend beyond a particular department.
2. Although the review process will be the same for all, the criteria for evaluation will depend on the terms of the professor's contract, performance expectations, and teaching load. If the assigned terms of reference are unclear or circumstances have changed since appointment or prior renewal, the candidate will submit a statement proposing amended evaluation criteria to be approved by the Provost and Vice President for Academic Affairs and appropriate Dean, in sufficient time prior to the review process itself.
3. Renewal of the Trustee/Named Professorship will be considered in the spring semester of the year preceding the end of the term of appointment.
4. The process of the renewal review will be as follows:
  - a) The Provost and Vice President for Academic Affairs will convene a Special Review Committee comprised of the Provost and Vice President for Academic Affairs, the Dean of Arts & Sciences, and the Dean of Business & the McCallum Graduate School.
  - b) Prior to the initial meeting of the Special Review Committee, the Provost and Vice President for Academic Affairs will contact the professor's department chair to seek written input. Such input

will address specific contributions to the department. The department P & T Committee will consider the candidate's contributions and submit a confidential written report (or reports should there be no consensus) to the Special Review Committee. The Provost and Vice President for Academic Affairs will ask the professor to submit copies of annual reviews for the period of the professorship, a current curriculum vita, a brief statement discussing performance as it relates to the expectations in the original contract or amended evaluation criteria, and the names of five potential referees (at least three of whom should be external) who may be contacted by the Provost and Vice President for Academic Affairs for further input into the review process.

c) The Special Review Committee will consider written input from the Trustee/Named Professor's department and the documentation submitted by the professor, as well as references from at least three referees. While a list of candidate referees are to be submitted by the professor, the actual references shall be sought by the Provost and Vice President for Academic Affairs.

5. Before making a final decision on renewal, the Special Review Committee shall seek further information as necessary, and shall consult independently with the President and any other individual whose view might be pertinent to the case.
6. The final decision of the Special Review Committee will be conveyed to the professor in person. Any change in the professor's terms of reference for a further term that is being considered should be discussed at this time. The content and outcome of the decision and discussion should be conveyed in writing to the professor shortly thereafter by the Provost and Vice President for Academic Affairs, and subsequently confirmed in writing by the professor.
7. Annual performance evaluation of Trustee/Named Professors will be completed by the Provost and/or appropriate Dean in consultation with department chairs, and reviewed by the Dean as part of the annual review process for all tenured and tenure-track faculty.

### Indicative Timeline for Review Process

Prior to Spring Semester	Trustee/Named Professor's terms of appointment are confirmed by the appropriate Dean.
By April 1	Professor submits materials to the Special Review Committee (i.e., Provost and Vice President for Academic Affairs and deans), and

	Department Chair
By May 1	Department Chair submits written input to the Special Review Committee
By May 1	References on behalf of the professor are sought by Provost and Vice President for Academic Affairs
By June 1	Special Review Committee meets and decides whether further information is required
By June 10	Special Review Committee seeks additional information as necessary, and consults with the President
By July 1	Final decision made by the Special Review Committee and communicated to the professor in person
By end July	Formal decision, and any revised terms of reference, are made in writing to the candidate by the Provost and Vice President for Academic Affairs, and confirmed by the professor.

### 5.5.6 EVALUATION PROCEDURE: TENURE-TRACK FACULTY

1. Each tenure-track faculty member will be evaluated each year by a tenured principal evaluator, the Department Chair, and the other full-time tenured faculty in the department.
2. Each year the Department Chair will assign each tenure-track faculty member a principal evaluator selected from the full-time tenured members of the department. If requested by either party, the Department Chair may assign a different principal evaluator from among the tenured members of the department.
3. The principal evaluator will discuss with the tenure-track faculty member the SETs, reports of classroom visits and other aspects of teaching (such as pedagogy, grading practices, problems encountered), scholarship (such as manuscripts submitted, works-in-progress, ongoing research activity, etc.) and service. Efforts made to improve performance will also be discussed. The principal evaluator will draft an evaluation report to be discussed by the Department Chair and the tenured members of the department.
4. A written evaluation of the total performance of the tenure-track faculty member will be prepared based upon the collective judgment of the Department Chair

and the tenured faculty. A copy of the evaluation, signed by the Department Chair, will be provided to the tenure-track faculty member. The faculty member will sign the evaluation to indicate that it has been received. Signing the evaluation shall not be interpreted as agreement with the evaluation.

5. The Department Chair will then discuss the evaluation with the tenure-track faculty member.
6. The tenure-track faculty member may prepare a written response to the evaluation and submit the response to the Department Chair and, if so desired, a copy may be sent to the appropriate Dean. The evaluation and any response will become part of the personnel files of the department.
7. Tenure-track faculty members holding a secondary appointment are only evaluated by the members of their primary department.

#### **5.5.7 EVALUATION PROCEDURE: FULL-TIME NON-TENURE- TRACK FACULTY**

1. Each full-time non-tenure-track faculty member will be evaluated annually by the Department Chair and the full-time tenured members of the department.
2. The Department Chair will review the teaching performances and Activity Reports of the full-time non-tenure-track faculty. The Department Chair will then review the total performance of the faculty member with the tenured members of the department.
3. On the behalf of the tenured members, the Department Chair will prepare a written evaluation of the faculty member and will provide copies to the tenured members and the faculty member. The Department Chair will discuss the evaluation with the faculty member and the faculty member will sign the evaluation to indicate that it has been seen and discussed with the Department Chair. Signing the evaluation shall not be interpreted as agreement with the evaluation.
4. The faculty member may prepare a written response to the evaluation and submit the response to the Department Chair and, if so desired, a copy may be sent to the Dean. The evaluation and response become part of the personnel files of the department

#### **5.5.8 CLASSROOM VISITS**

1. Tenured Faculty  
Either the faculty member or the Department Chair may request classroom visits. If classroom visits occur, the procedure outlined below must be followed.
2. Tenure-Track Faculty  
All tenure-track faculty members will be visited twice

each academic year. These two required visits must be conducted by, where possible, two different tenured faculty evaluators chosen by the Department Chair. A single follow-up visit will be arranged if requested by the tenure-track faculty member, the Department Chair, or an evaluator. Further visits beyond three in an academic year can be arranged by mutual agreement. Classroom visits will follow the procedure outlined below.

3. Full-time Non-tenure-track Faculty  
Full-time Lecturers will be visited at least once a year. Full-time Senior Lecturers will be visited at least once every three years.
4. Procedure for Conducting Classroom Visits
  - a) The date and time of each visit will be agreed upon by both the faculty member and the visitor.
  - b) Prior to the visit, the faculty member and the visitor will meet to discuss the pedagogy and objectives for the class.
  - c) Within three weeks following the visit, a draft report will be prepared and discussed with the faculty member being evaluated.
  - d) Within four weeks following the visit, a final report will be prepared. The faculty member being evaluated will sign the report to indicate that the report has been seen and discussed.
  - e) The report will be sent to the Department Chair with a copy to the faculty member being evaluated.
  - f) The faculty member being evaluated may prepare a written response to the report and send copies to the visitor and to the Department Chair. A copy of the report and any response will become part of the personnel files of the department.

### **5.6 STUDENT EVALUATION OF TEACHING (SET)**

#### **5.6.1 SET DESCRIPTION**

Since its founding, Bentley University has taken pride in the quality of its teaching. Student evaluation of teaching has been a formal activity at Bentley since 1978.

In the spring of 2010, Bentley University replaced its course evaluation instrument and changed to online administration. This new instrument was designed based on extensive analysis of the research on student learning and evaluation of teaching. The new survey is designed to elicit students' evaluations of the faculty member only. The first four questions ask students to evaluate the faculty member's *facilitation of learning* (i.e., the extent to which the faculty member has effectively communicated the course material, whatever it is, to students). The second four questions ask students to evaluate the faculty member's *interaction with students*



(i.e., the extent to which the faculty member has actively engaged students in the learning process). The last four questions ask for open-ended input to the faculty member.

### 5.6.2 SET OBJECTIVES

The overall purpose of the SET system is to promote teaching excellence by providing timely student feedback.

The SET process of a standardized instrument and associated reports provides:

- a) One input to the faculty evaluation process
- b) Timely feedback to faculty members to aid in their development
- c) A quality learning experience for students by fostering teaching excellence
- d) A method for students to comment anonymously on instructional quality
- e) A means for students to judge instructional caliber for selecting courses and sections
- f) Information for academic departments on faculty members

### 5.6.3 ADMINISTRATIVE RESPONSIBILITIES

The SET data collection and access websites are under the administrative control of the Registrar and Academic Technology Center. SETs are administered in every course, every term except those with fewer than 5 students. The Registrar and ATC provide for the administration of the online SET questionnaire, management of the SET database, creation of the SET reports, and oversight of secure online access to the reports by active faculty, staff, and students only.

The faculty and student procedures and reports are developed by the Faculty Evaluation Procedures Committee (FEPC) in consultation with the Registrar and approved by the Faculty Senate. The procedures are emailed to faculty and students every term by the Registrar and are available on the SET data collection website. The SET questionnaire is the responsibility of the FEPC with the approval of the Faculty Senate.

Ultimately, the Faculty Evaluation Procedure Committee, the Academic Technology Center and the Faculty Senate are responsible for overseeing the SET data and its uses.

### 5.6.4 SET INTERPRETATION

To think of the SET ratings as an overall indicator of teaching performance is a misrepresentation of their role. SETs are only one component of the faculty evaluation system at Bentley University. The SET's value is that it shows trends and patterns of students' perceptions of

teaching over time. Student evaluations of faculty members on SETs should be just *one* part of the overall evaluation of faculty members. Peer evaluations of teaching (i.e., evaluations of the faculty member's teaching by other faculty members) and teaching portfolio (e.g., syllabi, assignments, examinations, etc.) analyses are also important.

It is important that SET data be used with caution. No single term's report should be taken as indicating the teaching quality of any faculty member. There is no single question that can be understood as an "overall" student evaluation of the faculty member. Small differences between ratings may not be meaningful. It is also important to analyze both the mean and the median scores. If there are outlying individual scores, the median may better reflect performance.

The survey instrument is *not* designed to elicit students' evaluations of the course as a whole, and in particular, the course's content or subject matter. Should departments or deans wish to evaluate a course as whole, including its content, they must use different means.

### 5.6.5 SET DATA ACCESS

#### 1. Faculty Rights

Bentley University affirms the principles of academic freedom, legitimate scholarly inquiry, and the fair treatment of individuals. The Bentley community shares the responsibility for safeguarding these principles and balancing the competing needs of its constituencies.

Evaluation Questions 1 through 8: Dissemination of the responses to questions 1 through 8 will only be by two types of standard reports (see Section 5.6.5.2). All access beyond the standard reports must comply with request procedures detailed in Section 5.6.5.3. Questions 9 through 12: These 4 questions provide open-ended feedback to faculty members. Colleagues, evaluators, department chairs, deans, or administrators are not to violate the intent of these questions by requesting to review them. However, faculty members may *at their sole discretion* include the unedited print out of questions 9 through 12 for any course in material shared with others, including the faculty member's activity report.

#### 2. Standard Reports

Dissemination of the responses to questions 1 through 8 to the Bentley community will only be through two types of standard reports: Section Reports and Cross-University Summary Reports. Access to responses to

questions 1 through 8 (along with course section information) may also be provided to individual faculty members via other authenticated websites.

Standard reports are produced separately for each administered term. There are two types of standard reports: Section Reports and Cross-University Summary Reports. Reports are available to current students, faculty, and staff through an authenticated website designed and maintained by Bentley staff.

*Section Reports:* The Section Reports are available for all surveyed sections (sections with fewer than 5 students will not be surveyed so that individual students are protected) by faculty member, by course, and by department. Access will be via secure online access. On the top of the Section Report are the faculty member's Name, Course, Section, Enrollment, and Number of Responses.

Section Reports will show for each question: the number of responses for each scale point, the mean of all responses, the median of all responses, the mean of all responses of the last three years for this faculty member in this course, and the mean of all responses for all sections of this course. The median score adjusts for outlying individual scores on each question. The 8 questions are in two groups because these are the way students evaluate teaching. So the same information will also be shown for the sum of questions 1 through 4 and questions 5 through 8.

There will never be the sum of all 8 questions in any report in any forum since research is clear that the average of all questions is meaningless so the average of all 8 questions must not be used to evaluate faculty members.

*Cross-University Summary Reports:* will be available only to current faculty, academic administration, staff, and students through secure online access. The five standard Cross-University Reports are:

- Summary by Faculty Member Characteristics
  - Summary by Department
  - Summary by Question 1 through 8 with statistical data
  - Listing of all sections for each Department, and
  - Listing of all sections for all multi-section courses.
- The summary reports will show for each question: the number of responses for each scale point, the mean of all responses, the median of all responses, the mean of all responses of the last three years for this faculty member in this course, and the mean of all responses for all sections of this course. The same information

will also be shown for the sum of questions 1 through 4 and for the sum of questions 5 through 8. The sum of all 8 questions will never be shown or used.

### 3. Request Procedure for Additional Standard Reports and Custom Reports

#### a) Procedure

- Requests for additional standard reports and custom, one-time reports will be made to the Faculty Evaluation Procedures Committee (FEPC). Requests must cover the issues listed in the next section.
- FEPC will meet with the Registrar or designees, who jointly make a determination based on the guidelines below within 60 working days of the request.
- The Registrar has sole discretion to determine if the request places too high a burden on the university's computer time, staff, and/or financial resources.
- No requestor will have direct access to any raw SET data.
- No printed output will be provided.
- No request will be granted should the request be deemed to violate student or faculty anonymity.
- No request will be granted should the request be deemed to violate the integrity of the database, i.e. cause it to be modified.

#### b) Report Request Content

Requests for reports will be evaluated based on the following information provided in a SET report request.

- Describe the objectives and use of the results and how these are consistent with the objectives of the SETs per Section 5.6.2.
- Describe the potential benefit resulting from this request.
- List the specific data elements required, the time period that the analysis covers, and explain the methodology to be used.
- Discuss the appropriateness of the methodology, measures, statistics and their interpretation relative to the stated goals of the request and the SETs.
- Describe the burden on the university's computer time, staff, and/or financial resources.

#### c) Appeal of Report Request Denials

- If the requestor wishes to appeal, that person must notify the Senate Planning Committee in writing.
- The Senate Planning Committee in making decisions on appeals may consult with the FEPC, the Registrar, the requestor(s), and any others it deems appropriate.
- If the Senate Planning Committee denies the



request, it notifies the requestor and the FEPC with an explanation.

- If the requestor is a faculty member and wishes to appeal, the Grievance Procedure (Section 5.6.5.4) will be followed.
- If the request is approved, the request is forwarded to the FEPC and to the Registrar to implement.

#### 4. Grievance Procedure for SET Report Requests

- The grievance procedure is available to:
  - Faculty requestors who feel the disapproval of a SET report request was unjustified, and to
  - Faculty members who feel that granting the request would have or has had detrimental effects on them, or on a group of persons or entity for which they have administrative responsibility, e.g., Department Chair on behalf of a department.
- Grievances arising from SET report requests may be initiated only after the Senate Planning Committee has made its determination.
- The Faculty Manual provides for the Senate to serve as a hearing body to adjudicate the rights and responsibilities of faculty members when no other hearing body or grievance procedure exists. The first step in the SET report request grievance procedure is a petition to the Faculty Senate.
- If the Senate declines to act, the grievance process ends.
- If the Senate agrees to hear the grievance, it does so using its own rules and procedures.

may be the facilitator and not necessarily a primary actor. Examples are: efforts to bring speakers and other resources to campus, or generating outside (e.g. industry) support for a department or other functional area.

- For tenure-track faculty, performance expectations related to teaching scholarship, and service may vary based on career level and experience.

## 2. Profile Description

The choice of profiles does not necessarily proscribe a teaching load.

- STANDARD.** In reference to the Profile Guidelines, this profile entails at least Level II activities in teaching, scholarly activity, and service.
- TEACHING.** In reference to the Profile Guidelines, this profile entails Level III activities for teaching, and at least Level I activities for scholarly activity and service.
- SCHOLARLY ACTIVITY.** In reference to the Profile Guidelines, this profile entails Level III activities for scholarly activity, and at least Level I activities for teaching and institutional service.
- INSTITUTIONAL SERVICE.** In reference to the Profile Guidelines, this profile entails Level III activities for institutional service, and at least Level I activities for teaching and scholarly activity.

## 5.7 FACULTY PROFILE SYSTEM

### 5.7.1. PROFILE GUIDELINES AND DESCRIPTION

#### Profile Guidelines

- Types of activities that fall under each of the three evaluation categories are listed below. The listed criteria are intended to be illustrative and to emphasize an evolution of activities. While both the quality and quantity of activity will be assessed, the quality of activity will be weighed more than quantity. It is recognized that some departments may, of necessity, interpret these activities somewhat differently.
- The lists are not intended to be all-inclusive; that is, they do not exhaust all activities that could be performed, nor should they be viewed as a checklist. Some activities may transcend two or even all three categories, such as research on teaching methodology. In addition, outreach activities to the academic, business or professional communities that further the mission of the university are also worthy of merit. These include endeavors in which the faculty member

Profile	Teaching	Scholarly	Service Level
Standard	II	II	II
Teaching	III	I	I
Scholarly Activity	I	III	I
Institutional Service	I	I	III
Non-tenure-track	I	I	I

### 5.7.2. PREAMBLE TO PROFILE EXPECTATIONS

The three levels in a given column are cumulative, i.e., achievement in Level II or Level III assumes that appropriate lower level activities in that column are performed. Each activity listed is an example of activities that would be consistent with and satisfy the general expectation for that level. These examples should not be used as an exhaustive list nor should it be interpreted that all listed activities are required. These items are intended as examples of activities that would be appropriate at these higher levels.

#### 5.7.2.1. PROFILE EXPECTATIONS

Level I specifies baseline activities required of all tenured and tenure-track full-time faculty members. Non-tenure-track full-time faculty members are required to achieve at least Level I performance in teaching and service. In addition, non-tenure-track full-time faculty members are expected to remain current in their field of expertise. For full descriptions of the basic obligations of all faculty “accepting a contract,” please see Section 6.0 Faculty Rights and Responsibilities

Levels II and III should be interpreted, except where noted otherwise, as listing illustrative activities appropriate at these higher levels. In choosing a profile level, and in evaluating achievement of activities for the chosen level, faculty members and evaluators should take into account expectations appropriate for a given faculty member’s career stage (e.g., tenure-track faculty and tenured faculty members new to the profile as opposed to faculty members with more time spent in a profile).

### 5.7.3. TEACHING

Level I Teaching Baseline Expectations	
General Expectations	Activities
<p>Level I Teaching is expected of all full-time faculty members. As a baseline, the bulleted activities to the right should not be seen as exhaustive. In the spirit of achieving a high level of teaching effectiveness, faculty members are encouraged to perform activities beyond those listed, as appropriate.</p> <p>Please refer to the Faculty Manual, sections 6.2 Academic Responsibilities, and 6.3.1 Instructional Responsibilities for further specifications of contractual obligations related to Level I teaching.</p>	<p><b>Level I Teaching</b></p> <p>Baseline Activity: Demonstrates a high level of teaching effectiveness by, for example:</p> <ul style="list-style-type: none"><li>• Communicates effectively in the classroom</li><li>• Keeps course materials current</li><li>• Requires an appropriate level of content and rigor</li><li>• Provides students with helpful and timely feedback in and out of the classroom to facilitate learning</li><li>• Works to improve teaching</li></ul> <p>Baseline Activity: Manages teaching responsibilities professionally by, for example:</p> <ul style="list-style-type: none"><li>• Handles administrative tasks as required</li><li>• Is responsive to curricular expectations</li><li>• Performs student mentoring</li></ul>

Level II Teaching Baseline Expectations	
General Expectations	Activities
<p>Level II teaching emphasizes development activities, both inside and outside the classroom.</p> <p>The list to the right builds upon the baseline expectations of Level I. This list should be seen as illustrative only and not as exhaustive. It should not be used as a checklist.</p> <p>Faculty members are encouraged to perform activities beyond those listed, as appropriate.</p>	<p><b>Level II Teaching</b></p> <ul style="list-style-type: none"> <li>• Participates in formal teaching development activities either internally or externally</li> <li>• Dedicates significant effort to developing students' critical thinking and communication skills</li> <li>• Performs significant student advising such as participating in First Year Seminar and/ or other in-depth advising activities. Coordinates multi-section course(s)</li> <li>• Teaches a variety of courses, including new preparations</li> <li>• Contributes to the development of new programs or extensive revision of existing programs</li> <li>• Develops new courses, course materials, and/or approaches for existing courses</li> <li>• Facilitates student learning and development through significant interaction with students outside the classroom by, for example: – Participates actively in student academic activities (intercollegiate competitions, internal case competitions, debates, etc.) – Directs student research – Invests significant extra time on behalf of students (help sessions, laboratory hours, etc.)</li> </ul>

Level III Teaching Baseline Expectations	
General Expectations	Activities
<p>Level III teaching emphasizes leadership activities, both inside and outside the classroom.</p> <p>The list to the right builds upon the expectations of Levels I and II. Beyond the expectation that faculty members in Level III teaching demonstrate consistently the highest level of teaching effectiveness, this list should be seen as illustrative only and not as exhaustive. It should not be used as a checklist.</p> <p>Faculty members are encouraged to perform activities beyond those listed, as appropriate.</p>	<p><b>Level III Teaching</b></p> <ul style="list-style-type: none"> <li>• Demonstrates consistently a truly distinguished level of teaching effectiveness as recognized by students and colleagues</li> <li>• Develops and uses a variety of approaches to study systematically the effectiveness of learning units, methods, assignments, etc., as well as the course as a whole</li> <li>• Serves in a leadership capacity in a number of different teaching activities by, for example: <ul style="list-style-type: none"> <li>– Develops curricula/programs.</li> <li>– Disseminates ideas and understanding of the practice of excellent teaching both internally and externally.</li> <li>– Promotes teaching excellence among faculty members through collaboration, consulting, or advising.</li> <li>– Participates in student academic and/or extra-curricular life to an extent recognized as exceptional by students and peers alike.</li> </ul> </li> </ul>

### 5.7.4 SCHOLARSHIP

Level I Scholarship Baseline Expectations	
General Expectations	Activities
<p>Level I Scholarship is expected of all full-time faculty members of all tenured and tenure-track faculty members. As a baseline, the bulleted activities to the right should not be seen as exhaustive. In the spirit of achieving Level I scholarship, faculty members are encouraged to perform activities beyond those listed, as appropriate. Non-tenure-track full-time faculty members, while not required to meet all Level I scholarship criteria, are expected to remain current in their field of expertise.</p> <p>Please refer to the Faculty Manual, sections 6.2 Academic Responsibilities and 6.3.1 Research and Professional Activities for further specifications of contractual obligations related to Level I scholarship</p>	<p><b>Level I Scholarship</b></p> <p>Baseline Activities: Keeps current with academic/professional developments in one's field(s) of expertise by, for example:</p> <ul style="list-style-type: none"> <li>• Undertakes individual or collaborative work/research/study</li> <li>• Participates in academic or professional meetings, conferences, seminars, workshops, etc.</li> </ul> <p>Demonstrates knowledge and expertise to peers by presenting or publishing quality work in one's field(s), for example, internal/external academic or professional meetings, conferences, seminars, workshops, internal/ external newsletters, web sites, proceedings, journals, etc.</p>

Level II Scholarship Guidelines	
General Expectations	Activities
<p>Level II scholarship emphasizes the dissemination of scholarly work.</p> <p>The list to the right builds upon the baseline expectations of Level I. Beyond the expectation that tenure-track faculty members in Level II scholarship publish their research in appropriate venues, this list should be seen as illustrative only and not as exhaustive. It should not be used as a checklist.</p> <p>Faculty members are encouraged to perform activities beyond those listed, as appropriate.</p>	<ul style="list-style-type: none"> <li>• Publishes scholarship: <ul style="list-style-type: none"> <li>– Research in peer-reviewed academic literature</li> <li>– Articles in appropriate peer-reviewed and/or other practitioner and/or general interest publications</li> <li>– Books, book chapters, cases, reports, monographs, etc.</li> </ul> </li> <li>• Presents at regional, national, or international peer-reviewed conferences</li> <li>• Regularly reviews/referees submissions to journals and conferences</li> <li>• Applies for, and occasionally, receives internal and/or external grants</li> </ul>

Level III Scholarship Guidelines	
General Expectations	Activities
<p>Level III scholarship emphasizes leadership through the dissemination of scholarly work at a truly distinguished level, appropriate to a faculty member's career stage or length of time in the scholarly profile.</p> <p>The list to the right builds upon the expectations of Levels I and II. Beyond the expectation that tenure-track faculty members in Level III scholarship publish their research in appropriate venues, this list should be seen as illustrative only and not as exhaustive. It should not be used as a checklist.</p> <p>Faculty members are encouraged to perform activities beyond those listed, as appropriate.</p>	<p><b>Level III Scholarship</b></p> <p>As appropriate to their career stage (e.g., tenure-track faculty/ faculty new to the scholarly profile vs. established scholars), a Level III scholar:</p> <ul style="list-style-type: none"> <li>• Establishes or maintains a program of scholarly activity validated externally through publishing in selective and/or influential journals, conference proceedings, books, etc.</li> <li>• Receives recognition for one's scholarly activity through, for example: <ul style="list-style-type: none"> <li>– Grants, fellowships, or other external funding</li> <li>– Awards from respected bodies</li> <li>– Citations in scholarly journals</li> <li>– Citations in respected media as an academic expert</li> </ul> </li> <li>• Shows internal and external leadership in scholarship by, for example: <ul style="list-style-type: none"> <li>– Collaborates with colleagues to increase research output</li> <li>– Assumes high-profile role such as editing a journal, giving a key note address, chairing a conference/section/division</li> </ul> </li> </ul>

### 5.7.5 SERVICE

Level I Service Baseline Expectations	
General Expectations	Activities
<p>Level I Service is expected of all full-time faculty members. As a baseline, the bulleted activities to the right should not be seen as exhaustive. Faculty members are encouraged to perform activities beyond those listed, as appropriate.</p> <p>Please refer to the Faculty Manual, sections 6.2, e, g, and h. Academic Responsibilities, and 6.3.1 Institutional Service for further specifications of contractual obligations related to Level I Service.</p>	<p><b>Level I Service</b></p> <p>Baseline Activities: Participates in Bentley activities by, for example:</p> <ul style="list-style-type: none"> <li>• Participates in department and full faculty meetings</li> <li>• Serves on departmental or university committees/task forces</li> <li>• Participates in special events and programs (e.g., open houses, Breakfast by Moonlight, advising nights, career fairs, orientation, diversity or ally workshops, etc.)</li> </ul>

Level II Service Guidelines	
General Expectations	Activities
<p>Level II service emphasizes significant involvement in service activities.</p> <p>The list to the right builds upon the baseline expectations of Level I. This list should be seen as illustrative only and not as exhaustive. It should not be used as a checklist.</p> <p>Faculty members are encouraged to perform activities beyond those listed, as appropriate.</p>	<p><b>Level II Service</b></p> <p><b>Internal</b></p> <ul style="list-style-type: none"> <li>• Chairs a departmental or university committee/task force</li> <li>• Contributes significantly to departmental and university committees/task forces</li> <li>• Serves as secondary supervisor to a PhD candidate</li> <li>• Advises a class or student organization</li> <li>• Serves as a program director</li> <li>• Participates significantly in university development roles by supporting administrative offices, such as admissions, alumni affairs, development, media relations, student affairs, etc.</li> </ul> <p><b>External</b></p> <ul style="list-style-type: none"> <li>• Serves in a significant capacity in a professional or academic organization</li> <li>• Serves on the editorial board of a journal</li> <li>• Contributes to a conference in a leadership role by, for example: <ul style="list-style-type: none"> <li>– Organizes an important local conference</li> <li>– Serves on the organizing committee</li> <li>– Acts as a track chair</li> </ul> </li> <li>• Serves the external academic community by, for example: <ul style="list-style-type: none"> <li>– Reviews grant applications (e.g., for NSF, NIH)</li> <li>– Acts as an outside reviewer for theses, dissertations, tenure and/or promotion cases</li> </ul> </li> <li>• Serves the larger community in a way that reflects favorably on Bentley</li> </ul>



Level III Service Guidelines	
General Expectations	Activities
<p>Level III service emphasizes leadership in service activities.</p> <p>The list to the right builds upon the expectations of Levels I and II. This list should be seen as illustrative only and not as exhaustive. It should not be used as a checklist.</p> <p>Faculty members are encouraged to perform activities beyond those listed, as appropriate.</p>	<p><b>Level III Service Internal</b></p> <ul style="list-style-type: none"> <li>• Chairs the Senate or a significant cross-campus initiative</li> <li>• Chairs a department</li> <li>• Serves as the director of a Center or university-wide program</li> <li>• Serves as an Academic Associate Dean</li> <li>• Serves as primary supervisor to PhD candidate</li> </ul> <p><b>External</b></p> <ul style="list-style-type: none"> <li>• Organizes a significant conference</li> <li>• Serves as a chair, president, and/or executive director of a professional or academic organization</li> </ul>

## 5.8 PROMOTION

### 5.8.1. PROCEDURES IN THE CASE OF A PRESIDENTIAL VACANCY

In the case of a vacancy of the Presidency, regarding promotion and tenure, the Provost and Vice President of Academic Affairs shall act in accordance with the Faculty Manual as President only, not as Provost and Vice President for Academic Affairs.

### 5.8.2. CRITERIA FOR PROMOTION

The following are considered when a faculty member applies for promotion to rank. The same criteria may apply at the time of initial appointment. These criteria are not listed in order of importance, nor are they to be applied rigidly; rather, they serve as guidelines to assure that only persons of superior teaching ability and scholarly achievement will be attracted to and retained by Bentley University.

### 5.8.3. GENERAL CONSIDERATIONS FOR PROMOTION

Each faculty member is expected to (a) demonstrate knowledge in a particular field and to communicate this knowledge effectively in the classroom; (b) present some concrete evidence of creative scholarship or professional achievement involving recognition outside of the university; (c) contribute to the total program of the university by participating on faculty committees, serving as an adviser to students, or taking part in such extramural activities as may serve the best interests of

the university; and (d) exhibit those personal characteristics that promote good faculty-student, faculty-administration, and interfaculty relationships.

### 5.8.4. SPECIFIC REQUIREMENTS FOR PROMOTION

#### 1. Senior Lecturer

- If, after five years of continuous, full-time service, a department wishes to retain an individual holding the rank of Lecturer, a formal request must be made to the appropriate Dean. This request must be based upon a formal vote of the tenured members of the department and include documentation detailing the exceptional characteristics of the individual and justifying why they warrant the opportunity for extended service. If the application is approved by the Dean, the individual's title will be changed to Senior Lecturer at the beginning of the sixth year. Persons with the rank of Senior Lecturer may be rehired for as many years as the university wishes, with the understanding that the rank is untenurable. The university may, at the end of any contract period, choose not to renew the appointment.
- Under exceptional circumstances, an individual may be hired at the rank of Senior Lecturer. This procedure requires departmental justification and approval by the appropriate Dean and Provost and Vice President for Academic Affairs.

#### 2. Assistant Professor

- Promotion to the rank of Assistant Professor should normally be made only if the candidate has a master's degree; has made plans for the proximate completion of the doctorate or an equivalent terminal degree (the candidate's department, the Promotion & Tenure Committee, the appropriate Dean and Provost and Vice President for Academic Affairs shall jointly determine what constitutes an equivalent to the terminal degree); has two to six years of total teaching experience at Bentley University or another accredited institution in the faculty member's field of expertise or a related field, or has an equivalent amount of related practical experience; and has demonstrated effectiveness as a teacher. However, recognizing that exceptional cases may exist, the P&T Committee, in its discretion, may consider any applications for promotion to the rank of Assistant Professor.

#### 3. Associate Professor

Promotion to the rank of Associate Professor should be made only upon evidence that the candidate has demonstrated academic achievement to an appropriate degree, defined as having met the performance described in the Profile Guidelines of the candidate's profile(s), during a period of at least three years at the

preceding rank, as a member either of the Bentley University faculty or of another accredited institution. Normally, promotion to this rank should be made with due regard to the faculty member's fitness for a long-term association with the university. Moreover, while promotion to this rank shall not be considered an automatic process achievable through the accumulation of academic degrees or professional certificates, the university will expect that applicants possess a terminal degree, or its equivalent. However, the possibility of exceptional cases arising is recognized; thus, the P&T Committee, in its discretion, may consider any application.

#### 4. Professor

Promotion to the rank of Professor should be made only upon evidence that the candidate has demonstrated academic achievement to a distinguished degree, defined as having consistently met the requirements of the profile(s) during the candidate's time in the preceding rank and performing at a distinguished level in one's profile over a period of at least 3 years as a member either of Bentley university faculty or of another accredited institution.

Normally, promotion to this rank should be made with due regard to the faculty member's fitness for a long-term association with the university. Moreover, while promotion to this rank shall not be considered an automatic process achievable through the accumulation of academic degrees or professional certificates, the university will expect that the applicants possess a terminal degree or its equivalent. However, the possibility of exceptional cases arising is recognized; thus, the Promotion & Tenure Committee, in its discretion, may consider any application. Normally, candidates for promotion to Professor will have taught at least three years since having been granted tenure and/or promotion to Associate Professor at Bentley University or of another accredited institution. After a failed application, candidates must wait a minimum of two years to reapply for promotion to Professor.

#### 5. Faculty Holding Multiple Appointments

##### Joint Appointments:

Faculty members holding joint appointments may seek promotion in all departments in which the faculty member holds academic rank. The formal recommendation for promotion of faculty members holding joint appointments will be prepared by the faculty member's Evaluation Committee from each department and the procedure will follow the steps in 5.8.5.

Faculty members holding joint appointments shall

not hold different academic ranks in different departments. Should one department support the faculty member's application for promotion, while another department does not, the faculty member may withdraw the promotion application, relinquish the joint appointment in the non-supporting department or pursue the normal application process. This does not imply that the faculty member can no longer teach in the non-supporting department, but the individual will no longer hold academic rank in that department.

##### Secondary Appointments:

Faculty members holding secondary appointment are considered for promotion only in their primary departments.

### 5.8.5. PROCEDURES FOR PROMOTION

1. The full-time members of the candidate's department who are above the candidate's present rank shall prepare a written recommendation on applications for promotion. A copy of the departmental recommendation shall be delivered to the candidate with reasons for the decision (in cases where the department or special committee does not support the candidacy). Seven copies of the departmental comparison and recommendation and all of the supporting materials including the outside review of scholarly material as prescribed in section 5.9.7, shall then be delivered to the Promotion & Tenure Committee, and one copy to the Provost and Vice President for Academic Affairs and appropriate Dean.
2. If the candidate's department has fewer than two members of higher rank than the candidate, the primary responsibility for soliciting evaluations, professional opinions, and other materials bearing upon the candidate's merits shall be assigned to a special evaluation committee of five full-time faculty appointed by the Provost and Vice President for Academic Affairs in consultation with the Chair of the candidate's academic department. This committee shall include the Department Chair, all faculty of higher rank in the candidate's department, and faculty of higher rank from related departments. With the concurrence of the Chair and the candidate, the appropriate Dean may appoint a minority of special evaluation committee members from outside Bentley University, paying due regard to rank and tenure in those faculty members' home institutions. The Chair of the candidate's department shall convene and chair such special committee but, if not of higher rank than the candidate, shall not have the right to vote.
3. The Promotion & Tenure Committee may solicit

information from any officer of the administration or colleague of the candidate.

4. Members of the Promotion & Tenure Committee shall not participate in discussions or voting concerning a candidate from the member's department, but shall provide information about such a candidate when requested by the Chair or presiding officer of the Promotion & Tenure Committee.
5. The procedures of the P&T Committee and the Executive Committee of the Board of Trustees shall be the same for promotion and/or tenure. See Sections 5.9.8 and 5.9.9.
6. Candidates for promotion shall have the same rights of notice and appeal as those specified for candidates for tenure. The candidate shall receive written notice in accordance with the same timetable for similar notifications regarding tenure. See Section 5.9.11 Timetable.
7. The candidate may withdraw an application up to the point at which the Department is required to send its recommendation to the P&T Committee, September 30.

## **5.9. TENURE**

### **5.9.1. PROCEDURES IN THE CASE OF A PRESIDENTIAL VACANCY**

In the case of a vacancy of the Presidency, regarding promotion and tenure, the Provost and Vice President for Academic Affairs shall act in accordance with the faculty manual as President only, not as Provost and Vice President of Academic Affairs.

### **5.9.2. GENERAL PRINCIPLES ADOPTED BY TRUSTEES**

1. The Trustees of Bentley University generally subscribe to the 1940 Statement of Principles on Academic Freedom and Tenure, including the Interpretive Comments developed during 1969 by representatives of the American Association of University Professors and the Association of American Colleges and Universities. The Trustees also generally subscribe to the provisions set forth in the 1968 Recommended Institutional Regulations on Academic Freedom and Tenure. In keeping therewith, the Trustees adopt the following general principles to be applied by those making recommendations for appointment with tenure to faculty positions and to be followed by the Trustees in making or approving such appointments.
2. Appointments with tenure shall be made only to full-time faculty positions. A person appointed with tenure to a full-time faculty position shall retain

tenure in that position if he or she then, or thereafter, accepts concurrent appointment to an administrative position, but no appointment to an administrative position shall be made with tenure in such position. A person appointed with tenure to a full-time faculty position shall retain tenure if he or she thereafter accepts appointment to a part-time faculty position, but no other appointment to a part-time faculty position shall be made with tenure. All references in these General Principles are to appointments to full-time faculty positions.

3. Normally, only persons who hold or who have completed all requirements for terminal degrees in their academic disciplines and who occupy a full-time position of rank at least equivalent to Assistant Professor shall be eligible for tenure.
4. Appointments with tenure shall be made not only on the basis of an individual's accomplishments and qualities, present and potential, but mindful also of the general goals and purposes of Bentley University. The individual's special strength in teaching will be carefully considered.
5. Assessment of the accomplishments and qualifications of an individual under consideration for appointment with tenure shall be made not only on the basis of degrees attained and published works but also on the basis of evaluations by peers and students. Evaluation by peers may include evaluation to the extent available from peers in institutions other than Bentley University, and from organizations, firms, etc. with which the individual has consulted.
6. To be appointed with tenure, a person must demonstrate accomplishment and a capacity for continued service with distinction, and for growth, development and adaptation as knowledge, in general and in the field, increases and as higher education changes.
7. Once tenured, faculty members may seek a joint appointment. The Chairs of the prospective departments, acting upon a recommendation prepared by the tenured members of those departments and the Chair and tenured members of the current department, shall submit to the appropriate Dean(s) and the Provost and Vice President for Academic Affairs the names of the persons to be considered for joint appointments. Faculty members holding joint appointments are considered to have tenure and rank in both departments.

### 5.9.3. CRITERIA FOR APPOINTMENTS WITH TENURE

Subject to and in expansion of the general principles above, the following criteria shall be followed in evaluating candidates for tenure.

#### 1. Length of Service

- a) Normally, tenure will not be conferred until the candidate has completed six years of continuous full-time teaching service. For tenure purposes, full-time teaching service means teaching in both semesters of an academic year. In cases where the initial appointment begins with the spring semester, such time does not count towards the years of continuous full-time teaching service. However, in exceptional cases, an application may be considered without regard to the individual's length of service.
- b) Continuous full-time teaching service shall not be deemed to be interrupted by absence on leave if such leave (a) has been approved under rules of general application including but not limited to, those in Sections 6.8; (b) has been approved under the University's Family and Medical Leave Act (FMLA) policy; or (c) has been approved in writing in advance for any other reason by the Provost and Vice President for Academic Affairs or an approved designee. A period of absence on approved leave of twelve weeks or more shall not be counted toward the six-year period of required service but will extend the six-year period by one year if the faculty member chooses to use the extension. Each academic year during which an approved leave of twelve weeks or more has been granted will add one year to the maximum number of years of teaching service allowed for tenure eligibility that is specified in Section 5.9.4.3. However, in the normal course, the total of any such extensions will be no longer than two years. In extraordinary circumstances, the Provost and Vice President for Academic Affairs or an approved designee may consider additional extensions.

#### 2. Terminal Degree

Tenure shall not be achieved automatically through the accumulation of academic degrees or professional certificates. However, applicants are expected to possess either a terminal degree or its equivalent. The definition of an equivalent in any field or discipline shall be determined jointly by the given academic department, the Promotion & Tenure Committee, and the Provost and Vice President for Academic Affairs and appropriate Dean. The possibility of exceptional cases arising is recognized; thus an application may be considered without regard to the degree possessed by the applicant.

#### 3. Teaching Effectiveness

Appropriate standards include, but are not limited

to:

- a) Administrative Areas - Responsibility in meeting classes; fairness and appropriateness in examination and grading; development and use of course syllabi; choice and use of meaningful materials, and more.
- b) Individual Areas - Enthusiasm for classroom and other teaching; development of techniques for communication; improved performance in areas noted in previous annual evaluations as requiring special attention; etc.
- c) Student Relationships - Evaluations will encompass student counseling activities as well as student appraisals of faculty performance.

#### 4. Scholarly Activity

Such matters as working papers, conference papers, refereed and non-refereed publications, books, campus colloquia participation, panels at professional conferences, lectures delivered, grants or fellowships awarded, or any other item of a scholarly nature shall be included.

#### 5. Institutional Service

Such matters as effective participation on university committees and participation in activities of the University shall be included. In addition, consultant-ships or community activities that bring favorable attention to Bentley University and any other activities that support or strengthen Bentley University may be included. Where feasible, an appraisal of such work by appropriate persons, not members of the individual's department, shall be included.

### 5.9.4. PROCEDURES FOR TENURE

1. Annually, the Office of the Provost and Vice President for Academic Affairs will compile and disseminate to the Promotion and Tenure Committee and Chairs of Academic Departments a five-year institutional projection of tenure eligibility.
2. The application for tenure shall be obtained from the Office of the Provost and Vice President for Academic Affairs. A faculty member considering applying for tenure is advised to discuss the possibility with the Department Chair and perhaps with other tenured members of the department before an application is submitted.
3. A faculty member applying for tenure may do so in any year, but the application for tenure must be presented to the Department Chair in writing not later than August 20 of the calendar year in which the individual completes the fifth year of full-time faculty teaching service at Bentley, or any previously determined equivalent thereof. As specified in Section 5.9.3.1(b), the five year maximum period



may be extended based on an approved leave. If a faculty member fails to submit a timely application for tenure by August 20 of the calendar year in which the individual completes the fifth year of full-time faculty teaching service at Bentley, or any previously determined equivalent thereof, the faculty member will not be eligible to make further application at any later date.

4. If a faculty member applies for tenure prior to the completion of the fifth year of full-time teaching service at Bentley University, or any previously determined equivalent thereof, and is denied tenure, the faculty member will be ineligible to reapply for tenure at any later date. The faculty member may, however, seek reconsideration of the tenure application in the year following the denial in accordance with Section 5.9.10.
5. The University will follow the normal procedure of giving a terminal appointment if a faculty member fails to apply for tenure in a timely manner, as set forth above, or, if after making application, is denied tenure.
6. Suggested materials that should be submitted by the candidate and accompany the application are listed below. However, it is the responsibility of the candidate to decide what is to be submitted with the application for promotion or tenure.
  - a) Updated Curriculum Vita, including a bibliography of all publications.
  - b) Teacher-Scholar Profiles
  - c) Evidence of Teaching Effectiveness
    - All evaluations by faculty members at Bentley, such as classroom visits.
    - Results of Student Evaluation of Teaching (SETs) based on 5-point scale prior to Spring 2010 and based on a 6-point scale from Spring 2010 semester and beyond. Excluded are the results and comments on the blue Development Forms prior to Spring 2010 and questions number 9-12 from Spring 2010 forward, as these are meant for faculty development and not evaluation
    - Syllabi, examinations, grade distributions, and selected assignments from all courses taught during the last two years.
  - d) Evidence of Scholarly Activity  
Published articles and monographs should be included with all copies of the application. A copy of full-length books and unpublished work of the candidate not included in the application should be submitted to the Chair of the Promotion and Tenure Committee, the appropriate Academic Dean, and the Provost and Vice President for Academic Affairs, one copy to each.

- Other examples of scholarly activities, such as lectures delivered or grants awarded, should be summarized and included in all copies of the application.

- e) Summary of Research Support Provided by Bentley University: This section includes release time, graduate assistants, summer grants, and other sources of research support.
- f) Evidence of Institutional Service:  
Activities should be summarized in the application, along with any supporting appraisals or other material.

#### **5.9.5. APPLICATION SUBMISSION PROCEDURES FOR TENURE**

1. Electronic applications must be completed by August 20. Candidates must notify the chair of the Department Evaluation Committee by August 20 that their application has been submitted. The chair of the Department Evaluation Committee is responsible for determining the status of the application on August 20. Only materials not created by the candidate that did not exist prior to August 20 may be added to the application after that date. Such additions must be submitted by the candidate to the Department Evaluation Committee chair if received before September 30 and to the P&T Committee chair if received after September 30.
2. The candidate may withdraw an application up to the point at which the Department is required to send its recommendation to the P&T Committee, September 30.

#### **5.9.6. DEPARTMENTAL PROCEDURES FOR TENURE**

1. The candidate's department shall evaluate the candidate on the basis of the criteria set forth in the Faculty Manual. This evaluation shall be made by an Evaluation Committee composed of all tenured full-time faculty members in the department together with the Department Chair. The Department Chair or a tenured member may serve as the Chair of the Evaluation Committee. The Department Chair, if non-tenured, shall participate in all discussion and meetings but shall not have the right to vote. This evaluation shall take into account the candidate's application and supporting documents and such additional pertinent information as may appear reasonable.
2. In a department having fewer than two tenured members, the primary responsibility for soliciting evaluations, professional opinions, and other materials bearing upon the candidate's merits shall be assigned to a special Evaluation Committee of five tenured faculty appointed by the appropriate Dean in



consultation with the Chair of the candidate's department. This committee shall include the Chair of the candidate's department, all tenured faculty members in the candidate's department, and tenured faculty from related departments. With the concurrence of the Chair and the candidate, the appropriate Dean may appoint a minority of special evaluation committee members from outside Bentley University, paying due regard to rank and tenure in those faculty members' home institutions. The Chair of the candidate's department shall convene and chair such special committee but, if not tenured, shall not have the right to vote.

3. Based upon such evaluation, the Chair of the Evaluation Committee shall prepare a transmittal letter stating whether the candidate shall be considered for appointment with tenure and if it is the unanimous recommendation of the tenured members.
4. The transmittal letter shall include a general description of the materials (both written and oral) which were considered by the Evaluation Committee in reaching its recommendation.
5. A copy of the transmittal letter and attachments shall be delivered to the candidate by September 23. By September 30, seven copies of (a) the transmittal letter and recommendation, (b) the application and all supporting materials, and (c) the comparative evaluation (Item c of this section) shall then be delivered by the chair of the academic department to the P&T Committee, one copy to the appropriate Dean, and one copy to the Provost and Vice President for Academic Affairs.

### **Positive Departmental Recommendations**

1. When the majority of the tenured members of the department recommends for appointment with tenure, the recommendation shall summarize the evidence supporting the recommendation together with an appraisal of the candidate's teaching effectiveness, scholarly activity, and institutional service, and the standards used to judge the candidate's performance. The department recommendation shall further show how the candidate's specific skills and abilities (a) support the short- and long-range goals of the department and the university and (b) add strength to the department in each area — teaching, scholarship, and service--given the present and anticipated needs of the department and the university.
2. Any minority view shall be in writing, signed by the tenured members holding such a view and attached to the majority recommendation.

### **Negative Departmental Recommendations**

1. In the event of a majority departmental recommendation against appointment with tenure,

the department is obligated to give reasons in writing for the unfavorable decision.

2. Any minority view shall be in writing, signed by the tenured members holding such a view and attached to the majority recommendation.

### **Comparative Evaluation**

1. The transmittal letter submitted to the P&T Committee, the Departmental Dean, and the Provost and Vice President for Academic Affairs shall be accompanied by a comparative evaluation of the candidate(s) with all tenure track faculty in the department.

The evaluation shall report the number of tenure track faculty in each of the following categories:

**Category I** Making Outstanding Progress toward Tenure

**Category II** Making Satisfactory Progress toward Tenure

**Category III** Faculty not making Satisfactory Progress toward Tenure

**Category IV** New Faculty (too early to evaluate; not more than one year of service)

2. The comparative evaluation shall report the category of each tenure candidate but need not report the candidate's numerical ranking or gradation within the category. Additionally, the department shall inform each tenure track faculty member of his or her category. If a department reports a numerical ranking within any category, all faculty members in that category shall be apprised of their ranking. Such information shall be reported to faculty members in writing as soon as it has been sent to the Promotion and Tenure Committee as part of the departmental tenure recommendation package.

### **Objection to Departmental Recommendation**

1. If the candidate alleges that inadequate consideration was afforded at the department level, or that the decision was based significantly on considerations violating academic freedom and/or the procedures specified in Section 5 of the Faculty Manual, the candidate may submit to the Promotion & Tenure Committee (with copies to the appropriate Dean, the Provost and Vice President for Academic Affairs, and the Chair of the Department's Evaluation Committee) a written statement which numerates:
  - a) Materials that the candidate believes should have been considered by the department but were not so considered, and/or
  - b) The areas in which the candidate believes the department inadequately considered materials submitted by the candidate, and/or
  - c) The areas in which the candidate believes the

department violated academic freedom and/or the procedures specified in this section of the Faculty Manual.

The objection to the departmental recommendation together with the written statement described above must be submitted by the candidate to all parties listed before October 10. Such statement will be received and considered by the P&T Committee as part of the candidate's application.

#### **5.9.7 MANDATORY OUTSIDE REVIEW OF SCHOLARLY MATERIAL OF TENURE-TRACK FACULTY**

1. To provide a more complete assessment of the candidate's contributions to his or her discipline, the candidate's department shall solicit an independent assessment on the candidate's scholarship from tenured faculty members or other qualified professionals in appropriate fields from outside the Bentley community. These assessments will be included in the tenure application submitted to the department by August 20.
2. The procedures for such outside review shall consist of the following:
  - a) Four outside reviewers will be requested to provide an evaluation. The candidate will submit five names for consideration as outside reviewers, and up to five people who they wish not to be contacted; the Department Evaluation Committee will independently submit five names for consideration as reviewers. Members of the candidate's dissertation committee and persons who have co-authored scholarly work with the candidate are not eligible reviewers. Two names from each of the lists of recommended reviewers will be chosen by the Department Evaluation Committee.
  - b) The letter will be sent to the reviewers no later than three months before the candidate's tenure application is due. The letter will contain a description of Bentley's standards for scholarly contribution, along with an explanation of the department's expectations for the amount and quality of scholarly work necessary for successful tenure applications. In addition, the letter will contain a statement that the reviewer's comments will be kept confidential, and will not be shared with the candidate. The body of the letter will be made known to the candidate no later than six months before the candidate's tenure application is due.
  - c) The letters will be returned to the department chair and will be considered in the department's evaluation of the candidate's application for tenure. When the department's evaluation is complete, the letters will be forwarded to the

Promotion & Tenure committee along with the department's recommendation. Reviewer's letters received after August 20 will not be a part of the evaluation process, and will be destroyed.

- d) While the outside review letters are in the department's possession, it is the department's responsibility to ensure that they remain confidential. When the letters are forwarded to the promotion and tenure committee, it is the committee's responsibility to maintain confidentiality. As a part of the evaluation process, the letters will be read by appropriate university officers, such as the Dean of the candidate's department and the Provost and Vice President for Academic Affairs. In tenure cases that require the involvement of the President, the President will also read the letters. After the tenure decision is made, the letters will be kept for one year by the promotion and tenure committee. They will then be destroyed.
- e) Although the letters are confidential, a summary of the contents of the letters will be made available to the candidate at the candidate's request. The summary will contain no information that identifies the reviewers. The candidate must request the summary no later than August 20, and it will be sent to the candidate no later than September 23.
- f) If one or more of the reviewers selected decline the review, additional names will be selected from the submitted lists by the department chair. If a reviewer who declines is from the candidate's list, another name will be selected from that list. If a reviewer who declines is from the department's list, another name will be selected from that list. In the event that two reviewers cannot be found from each list, the department or candidate will submit additional names as appropriate.

#### **5.9.8. PROMOTION & TENURE COMMITTEE PROCEDURES FOR TENURE**

1. The Promotion & Tenure (P&T) Committee, the appropriate Dean, and the Provost and Vice President for Academic Affairs may seek additional evidence concerning the merit of the candidate, including, but not limited to, evaluations and professional opinions from peers and institutions other than Bentley. Copies of any such information received shall be provided to the department and to the candidate. The department and the candidate shall have the opportunity to respond.
2. The P&T Committee may, in any event, interview the candidate and carry on any inquiry it may deem appropriate to enable it to form a judgment regarding the candidate's merit.

3. The P&T Committee, the appropriate Academic Dean, and the Provost and Vice President for Academic Affairs shall exchange, subject to legal constraints, such information as may be obtained in addition to the departmental recommendation and supporting materials. The appropriate Academic Dean and the Provost and Vice President for Academic Affairs acting jointly, and the P&T Committee shall, however, separately develop proposals for recommendations regarding the candidate
4. The candidate and Department Chair shall be advised in writing by November 10 of the proposed recommendation of the P&T Committee.
5. In the event of a recommendation against appointment with tenure, the candidate shall thereupon have the right of further consideration provided under Section 5.9.12 Appeals Procedure, and if the candidate decides to seek such further consideration the candidate shall so advise the Faculty Senate Chair and P&T Committee Chair in writing by November 20.
6. The written notification to the candidate of a recommendation against appointment with tenure should include:
  - a) A general description of the materials (both written and oral) that were considered by the P&T Committee in reaching its recommendation;
  - b) If applicable, a description of the consideration accorded to additional materials or statements submitted by the candidate in support of allegation(s) that the departmental evaluation was inadequate or violated academic freedom or the procedures specified in this section of the Faculty Manual; and
  - c) The reasons for a negative recommendation by the committee.
7. *Proposed Recommendation in Disagreement with Department Recommendation*  
In the event that the proposed recommendation of the P&T Committee does not agree with the recommendation of the department, the Department's Evaluation Committee shall have the opportunity to meet with the appropriate Academic Dean and the Provost and Vice President for Academic Affairs for the purpose of discussing the candidate's qualifications. Any meeting shall precede the January 15th meeting of the P&T Committee with the appropriate Academic Dean and the Provost and Vice President for Academic Affairs required in Items 8 and 9 immediately following.

8. *Common Recommendation*  
The appropriate Academic Dean and the Provost and Vice President for Academic Affairs acting jointly, shall meet by January 15 with the P&T Committee for the purpose of formulating a common recommendation with respect to the candidate. If a common recommendation is reached, the P&T Committee advises the candidate in writing by January 25 and the recommendation shall be submitted by the President to the Executive Committee of the Board of Trustees.
9. *No Common Recommendation*  
If the appropriate Academic Dean and the Provost and Vice President for Academic Affairs acting jointly, and the P&T Committee shall not reach a common recommendation on the candidate, they shall meet by January 22 with the President who shall determine whether to support the recommendation of the P&T Committee (as may be modified under Section 5.9.12 Appeals Procedures) or the recommendation of the appropriate Academic Dean and the Provost and Vice President for Academic Affairs acting jointly. The President's position shall become the recommendation submitted by the President to the Executive Committee of the Board of Trustees, and the candidate shall be advised of this position in writing by January 25.
10. Each academic year the P&T Committee shall inform the Faculty Senate of its recommendations.

#### **5.9.9. EXECUTIVE COMMITTEE AND BOARD OF TRUSTEES ACTION**

1. The Executive Committee shall act upon (a) the common recommendation of the appropriate Academic Dean and the Provost and Vice President for Academic Affairs acting jointly, and the P&T Committee or (b) upon the recommendation of the President. Neither the Executive Committee nor the Board of Trustees shall be obliged to receive any further oral or written presentation by any person or committee in deciding whether to appoint the candidate with tenure.
2. The action of the Board of Trustees shall be final, subject only to a judicial determination that such action infringes rights of the individual afforded by statute or guaranteed by the Constitution of the Commonwealth of Massachusetts or of the United States of America.
3. The Provost and Vice President for Academic Affairs shall notify the candidate in writing of the action of the Board of Trustees thereon.

#### 5.9.10 RECONSIDERATION OF APPLICATION

Reconsideration by the P&T Committee of a tenure application during the candidate's terminal appointment year is not possible unless clearly different circumstances apply from those presented a year earlier. In this regard, the candidate and the candidate's department will be the vehicles for presenting this new evidence. The act of reconsideration will not prejudice the timely notice of terminal appointment which the candidate has received earlier. A candidate seeking reconsideration during the year following the decision by the university not to grant tenure is required to follow the timetable set forth in Section 5.9.11.

#### 5.9.11 TIMETABLE

The following schedule sets forth the dates by which the steps recited in the foregoing paragraphs are to be accomplished (when a particular function falls on a Saturday, Sunday, or holiday, that function shall be accomplished on the next regular business day): August 20 - Immediately following the fifth year of full-time teaching service, the candidate's application for tenure is received by the candidate's department.

September 23 - The departmental recommendation is delivered to the candidate in writing.

September 30 - The departmental written recommendation and application package is delivered to the P&T Committee, the appropriate Academic Dean, and the Provost and Vice President for Academic Affairs.

October 10 - The P&T Committee exchanges information with the appropriate Academic Dean and the Provost and the Vice President for Academic Affairs acting jointly.

November 10 - The P&T Committee forwards its written recommendation to all candidates and to Chairs of the Academic Departments.

November 20 - In the event of a negative recommendation by the P&T Committee, the candidate informs the Faculty Senate Chair and P&T Committee Chair in writing if the candidate intends to appeal.

December 18 - The written finding of the Appeals Committee is forwarded to the candidate.

January 15 - The appropriate Academic Dean and the Provost and the Vice President for Academic Affairs acting jointly, meet with the P&T Committee for the purpose of formulating a common recommendation with respect to the candidate.

January 22 - If a common recommendation is not reached by January 15, the appropriate Academic Dean and the Provost and Vice President for Academic Affairs acting jointly, and the P&T Committee shall meet with the President whose position shall become the recommendation submitted by the President to the Executive Committee of the Board of Trustees.

January 25 - The P&T Committee advises candidate in writing of results of the January 15 and 22 meetings.

The Provost shall make the candidate's personal statement and a one-page executive summary prepared by the Provost regarding a candidate's case available to the Board in anticipation of their meeting. The summary shall not be made available to the candidate in advance of the Board meeting, but will become part of the permanent record available after the Board has taken action.

February Action by the Board of Trustees  
Following the February meeting of the Board of Trustees or the next business day, the Provost and Vice President for Academic Affairs notifies candidate of the action taken by the Board of Trustees.

#### 5.9.12 APPEALS PROCEDURE

1. A candidate who has received notification of a negative recommendation or a tie vote by the P&T Committee, and who asserts that the procedures specified in the Faculty Manual and/ or academic freedom were violated may before November 20 make written request to the Chair of the Faculty Senate for a hearing before an Appeals Committee. The written request shall specify in what respects such procedures and/ or academic freedom have been violated and what redress is sought. The hearing shall take place before December 10.
2. The Chair of the Faculty Senate will convene the Appeals Committee to consist of
  - a) A tenured representative of the Faculty Senate, who shall serve as Committee Chair.
  - b) Two tenured members of the full-time teaching faculty.
  - c) The Chair of the Faculty Senate will notify the Chair of the Candidate's Department and the P&T Committee that an Appeals Committee is being convened.
3. None of the three faculty members shall be a member of either the P&T Committee or the appellant's department, and the three shall be chosen by lot. The Appeals Committee shall confine its deliberations to questions of alleged violations of academic freedom and/ or fair procedures.
4. All factual material upon which the recommendation of the P&T Committee was made will be available to

the Appeals Committee and to the candidate for review. The burden of proof to correct errors of fact will rest with the candidate.

5. A review of the evidence and decision of the Appeals Committee will proceed expeditiously. Written findings will be forwarded to the candidate within seven days of the hearing.
6. A decision of the Appeals Committee favorable to the candidate shall require two of the three votes in the Committee. In finding for the candidate, the Appeals Committee may recommend such action as, but not limited to, the following:
  - a) Resubmission of application for tenure to the P&T Committee.
  - b) A one-year extension of present contract so that application can be duly processed.
  - c) Correction of personnel files.
  - d) Forwarding of its recommendation together with that of P&T and the Administration to the Executive Committee of the Board of Trustees.
  - e) Any or all of the above.
7. An appeal of decision of the Appeals Committee will not be entertained. The act of bringing an appeal will not be prejudicial to any person or cause.

### 5.9.13 MAINTENANCE OF RECORDS

The Provost's Office shall be responsible for maintaining copies of each candidate's application and supporting materials for promotion or tenure for a period of not less than seven years.

## 5.10 TERMINATION OF TENURED FACULTY

### 5.10.1 RESIGNATION

Faculty members planning to resign or not to accept reappointment should file written notice of that fact with the appropriate Dean as early as possible.

### 5.10.2 RETIREMENT

The university's normal retirement age for faculty members is 65. A faculty member, however, may choose to retire prior to or after age 65. Faculty members contemplating retirement should make an appointment with Human Resources to obtain information about the retirement procedures.

### 5.10.3 RELEASE OF TENURED FACULTY

1. In terminating the services of a faculty member, Bentley University will observe the procedures stipulated in the 1940 Statement of Principles on Academic Freedom and Tenure, which set forth the minimum essentials for the adjudication of termination situations. Bentley University also follows the supplementary guidelines set forth in the 1968 Recommended Institutional Regulations

on Academic Freedom and Tenure.

2. Once a faculty member has been granted tenure, services may be terminated by the Board of Trustees only (a) for just cause,, (b)f under extraordinary circumstances because of financial exigencies or because major curricular changes require the elimination of departments or divisions of the university.

### 5.10.3.1 TERMINATION FOR JUST CAUSE

Just cause includes, but is not limited to, one or more of the following:

- Incompetent or inefficient service
- Neglect of academic duties
- Gross insubordination
- Physical or mental incapacity or
- Conduct unbecoming a member of the faculty or prejudicial to the welfare of the university.

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

#### 1. Preliminary Proceedings

Dismissal of a tenured faculty member will be preceded by:

- a) Discussions between the faculty member and appropriate administrative officers looking toward a mutual settlement.
- b) Informal inquiry by an ad hoc Conciliation Committee composed of three members of the Promotion and Tenure Committee, which may, failing to effect an adjustment, determine whether dismissal proceedings should be undertaken, without its opinion being binding upon the President.
- c) A statement of charges, framed with reasonable particularity, by the President or his delegate.

#### 2. Grievance Committee Procedures

- a) Dismissal will be preceded by a statement of reasons, and the individual concerned will have the right to be heard initially by an ad hoc Grievance Committee, composed of at least five tenured members of the Faculty Senate. Members will remove themselves from the case, either at the request of a party or on their own initiative, if they deem themselves disqualified for bias or interest. Each party will have a maximum of two challenges without stated cause.
- b) Service of notice of hearing with specific charges in writing will be made at least 20 days prior to the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time



before the hearing. If the faculty member waives a hearing but denies the charges or asserts that the charges do not support a finding of just cause, the Grievance Committee will evaluate all available evidence and rest its recommendation upon the evidence in the record.

- c) The Grievance Committee, in consultation with the President and the faculty member, will decide if the hearing should be public or private.
- d) During the proceedings, the faculty member will be permitted to have an academic advisor and counsel of his own choice.
- e) At the request of either party or the Grievance Committee, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer.
- f) A verbatim record of the hearing or hearings will be taken, and a printed copy will be made available to the faculty member without cost, upon request.
- g) The burden of proof that just cause exists rests with the institution and shall be satisfied only by clear and convincing evidence in the hearing record.
- h) The Grievance Committee will grant adjournments to enable either party to investigate evidence against which a valid claim of surprise is made.
- i) The faculty member may obtain necessary witnesses and documentary or other evidence. The administration of the institution will, insofar as it is possible for it to do so, secure the cooperation of such witnesses and make available necessary documents and other evidence within its control.
- j) The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witness cannot or will not appear, but the Grievance Committee determines that the interest of justice requires admission of a statement, the Grievance Committee will identify the witness, disclose the statement, and, if possible, provide for interrogatories.
- k) In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from this or other institutions of higher education.
- l) Termination of a tenured appointment for physical or mental incapacity will be based upon clear and convincing medical evidence. If the faculty member so requests, such evidence shall be reviewed by the Promotion and Tenure Committee before a final decision is made by the Board of Trustees on the recommendation of the President.
- m) The Grievance Committee will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.
- n) The findings of fact and the decision will be based

solely on the hearing record.

- o) In the case of a private hearing (except for necessary announcements, covering the time of the hearing and similar matters), public statements and publicity about the case by either the faculty member or administrative officers will be avoided so far as possible until the proceedings have been completed, up through consideration by the Board of Trustees. The President and the faculty member will be notified of the decision in writing and will be given a copy of the record of the hearing.
- p) If the Grievance Committee concludes that just cause for dismissal has not been established by the evidence in the record, it will so report to the President. If the President rejects the report, he or she will state reasons for doing so, in writing, to the Grievance Committee and to the faculty member, and provide an opportunity for response before transmitting the case to the Board of Trustees. If the Grievance Committee concludes that just cause for a dismissal has been established but that an academic penalty less than dismissal would be more appropriate, it will so recommend, with supporting reasons.

### 3. Review by the Board of Trustees

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

### Committee's reconsideration

The action by the Board of Trustees terminating the appointment of a faculty member shall be final, subject only to a judicial determination that such action infringes rights of the individual afforded by statute or guaranteed by the Constitution of The Commonwealth of Massachusetts or of the United States of America.

### 4. Suspension

Until a decision on termination of an appointment has become final because no appeal has been taken or may be taken under this Section 5.0, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to self, others or property is deemed by the President,

after consultation with the Promotion and Tenure Committee, to be threatened by continuance. Suspension is appropriate only pending a hearing; a suspension which is intended to be final is a dismissal, and will be dealt with as such. Salary will continue during the period of suspension.

5. Terminal Salary

A faculty member whose appointment is terminated for just cause shall continue to receive salary for the academic year in which such termination takes effect and for one additional academic year, or longer, as the Board of Trustees may determine. Continuation of salary for any period of time shall, however, be in the discretion of the Board of Trustees in the case of termination for cause determined by the Board of Trustees to be of seriousness equivalent to the commission of a crime constituting a felony, or commission of any form of academic or intellectual fraud.

**5.10.3.2 TERMINATION FOR FINANCIAL EXIGENCY OR DISCONTINUANCE OF A PROGRAM OR DEPARTMENT OF INSTRUCTION**

- a. Where termination of appointment is based upon financial exigency, or bona fide discontinuance of a program or department of instruction, faculty members shall be able to have the issues reviewed by the faculty or by a faculty ad hoc Grievance Committee, appointed by the Faculty Senate, with ultimate review of all controversial issues by the Board of Trustees. If a program or department of instruction, the faculty member concerned will be given notice as soon as possible, and never less than twelve months' notice, or in lieu thereof, will be given severance salary for twelve months.
- b. Before terminating an appointment because of the abandonment of a program or department of instruction, the institution will make every effort to place affected faculty members in other suitable positions. If an appointment is terminated before the end of the period of appointment because of financial exigency or because of the discontinuance of a program of instruction, the released faculty member's position will not be filled by a replacement within a period of two years from the date of termination unless the released faculty member has been offered reappointment and a reasonable time within which to accept or decline.

## SECTION 6.0 FACULTY RIGHTS AND RESPONSIBILITIES

Faculty members should also refer to the Office of Human Resources area of the Bentley University website for information about other important aspects of employee rights and responsibilities including policies related to ethics, non-discrimination, tuition remission policies, retirement, information privacy and computer and network use.

### 6.1 ACADEMIC FREEDOM

The Trustees of Bentley University generally subscribe to the 1940 Statement of Principles on Academic Freedom and Tenure, including the Interpretive Comments developed in 1969 by representatives of the American Association of University Professors and the Association of American Colleges and Universities. The Trustees also generally subscribe to the provisions set forth in the 1968 Recommended Institutional Regulations on Academic Freedom and Tenure. According to these pronouncements, each member of the faculty, whether tenured or not, is assured of the following:

- a) Full freedom in research and in the publication of the results, subject to the adequate performance of other academic duties, providing that research for pecuniary return is based upon an understanding with the authorities of the university.
- b) Full freedom to teach and discuss anything pertinent to the subject being taught. However, faculty members should refrain from introducing into their teaching controversial matters unrelated to the subject being taught.
- c) Full freedom to act and speak in the capacity of a citizen without institutional censorship or discipline. As members of a profession and a university faculty, faculty members should remember that the public may judge their profession and their institution by their utterances and their conduct. Hence they should strive to be accurate, to exercise appropriate restraint, to show respect for the opinions of others, and to indicate that they are not an institutional spokesperson.
- d) A sufficient degree of economic security to make the teaching profession attractive.

### 6.2 ACADEMIC OBLIGATIONS

In accordance with these guidelines, which have been endorsed since 1940 by all major associations concerned with the standards of American higher education, a faculty member in accepting a contract assumes the following obligations:

- a) To fulfill classroom and laboratory assignments with professional skill and efficiency by preparing thoroughly, by meeting classes promptly, and by conducting classes for the full allotted time.
- b) To prepare, submit, proctor, and grade examinations according to administrative requirements.
- c) To keep records (attendance, grades, etc.) in accordance with administrative requirements.
- d) To be present at all faculty meetings, meetings of departments and committees, and Commencement, unless excused.
- e) To serve on departmental, academic, or administrative committees that consider matters relating to academic procedures and educational policy.
- f) To be interested in the academic progress and the personal welfare of students and advisees and to confer with them frequently in and out of the classroom.
- g) To serve as an organization adviser, recognizing that student activities, when properly conceived and directed, can enrich and contribute to the academic program.
- h) To take part in those extramural activities — academic, professional, or community — that would promote the public welfare, advance the profession, enhance the academic stature of the faculty, or contribute to the prestige of the university.
- i) To continue scholarly and professional development through such means as public lectures, research, and/ or publishing.
- j) To respect and support colleagues in instruction and in administration by avoiding adverse criticism in discussions with students or persons not members of the university.

## 6.3 GENERAL ACADEMIC RESPONSIBILITIES

### 6.3.1 INSTRUCTIONAL RESPONSIBILITIES

Instructional responsibilities include teaching, working with students in classes taught by the faculty member, planning courses to meet total engagement hour requirements, and developing courses offered by the department or other university programs. (Section 5 of the Faculty Manual details expectations related to teaching not discussed below).

1. Responsibility to meet classes

- a) Faculty members must meet classes in accordance with the university schedule.
- b) No course shall be terminated earlier than the final examination date listed in the calendar, and faculty must ensure that students continue to be actively engaged through this designated examination date.
- c) Deviations from the above are not permitted, except upon approval of the Department Chair, who must inform the appropriate Dean of such deviations.
- d) In the rare instances when the faculty member fails to appear within fifteen minutes of the scheduled time, the students are permitted to leave and the class shall be considered dismissed for that period.

## 2. Responsibility to plan for total student engagement hours

- a) Student engagement is defined as any student activity inside or outside of the classroom working on the course content, preparing for class, or taking tests. To support the engagement of students with course material through the full length of the course, faculty members must be available to students until the end of the block scheduled for that course's final exam.
- b) One credit hour is defined as not less than 3 hours of student engagement per week for a full semester class or the equivalent for class structures of other lengths. There is no requirement for a specific amount of in class time or ratio of in class time to outside of class time. The guideline, however, is a ratio of 1 hour of in class time to 2 hours of out of class time. Faculty members are required to plan every course to meet or exceed the credit hour requirements for the credit hours designated for the course in the course catalog.

## 3. Course Requirements

At the first meeting of each course, the faculty member should announce the requirements of the course, including such matters as the number, date, time, and duration of examinations, frequency of quizzes, term papers, assignments, and how each will enter into the determination of the course grade. This information should be given to the students in printed form during the first week of classes.

## 4. Office Hours

Each member of the teaching faculty is expected to schedule fixed office hours. A weekly ratio of one office hour for every three hours of class time is the accepted standard. Each faculty member should announce the schedule of office hours to the students early in each term.

## 5. Class Attendance Policy

- a) Policies regarding absences from scheduled classes are generally determined by the faculty member of

the classes in which they occur. However, class meetings have been established in accordance with a carefully conceived plan of instruction; regular attendance is, therefore, essential to adequate accomplishment in any course.

- b) Attendance records should be maintained, with each faculty member deciding on the method. The Office of Academic Services should be notified whenever a student has missed two consecutive weeks.

## 6. No-Show Policy

During the first two weeks of classes faculty members should carefully check attendance and identify on the class lists those students who do not attend the class, as well as those attending whose names do not appear on the class list. These class lists should be returned to the Office of the Registrar, according to announced deadlines.

## 7. Absences

- a) Should a faculty member become sick or some other unforeseen emergency arise that would prevent meeting class, an attempt should be made to have classes met by a colleague, if possible, or other assignments given to students. The Department Chair must be notified and may be able to help in arranging for a substitute, providing an assignment to students, or canceling the class. In the event the Chair cannot be contacted, the appropriate Dean should be informed.
- b) A request for a planned absence (national meetings, etc.) must be accompanied by a statement indicating alternative arrangements for meeting classes and other obligations to the university. This request must be approved by the Department Chair in advance.

## 8. Tests and Examinations

- a) In-Term Examinations: In-term, in-class examinations, that is, all exams other than final exams are to be administered during a regularly scheduled class period.
- b) Final Course Work and Examinations
  - The final work required for any course, whether in the form of an exam, a project, a presentation, a paper, or other assignment, cannot be due earlier than the block scheduled for that course's final exam. Final work must therefore be administered in accordance with the prepared block schedule during the final examination block as scheduled by the Office of the Registrar.
  - Faculty members may not arrange final examinations, or due dates for other final course assignments, at other times without prior approval of the Department Chair, who must inform the appropriate Dean of such deviations.

- If a student has three final examinations as per the exam schedule, scheduled on the same day, the student has the option to work with all three faculty members to find one to reschedule. If no faculty agrees to an alternative agreeable to the student, then the middle examination must be rescheduled. Students must request rescheduling at least two weeks prior to the scheduled final examination time.
- Proctoring: All examinations are to be proctored by faculty members or specially-assigned personnel pre-approved by the Department Chair.
- Re-examinations: No re-examination or conditional examination is to be given in any course.
- Make-Up Examinations: A student who is absent from a regular examination may take a make-up examination in that course only with the approval of the faculty member. Such approval is given only when, in the opinion of the faculty member, the student was unavoidably absent from the regular examination for a valid and sufficient reason, such as serious illness or death in the immediate family. If possible, the student should notify the faculty member prior to the regular examination.
- Return of Examinations: Examinations that are not returned to the students must be preserved until Reading Day of the following fall or spring semester for a long enough period to accommodate the grade dispute process, in which a student has one month after grades are posted to initiate the grade dispute process. (See Section 7 Procedure for Resolution of Course Grade Dispute).

### **6.3.2 RESEARCH AND PROFESSIONAL RESPONSIBILITIES**

The responsibilities of faculty members in this area are to advance the forefront of knowledge in their areas of expertise and expand the communication of knowledge to professionals and practitioners in these areas. All activities of faculty members in this area should be reflected on the Annual Activity Report submitted to the department. (See Section 5 of the Faculty Manual for more information on scholarly and professional expectations).

### **6.3.3 INSTITUTIONAL SERVICE RESPONSIBILITIES**

Active participation on committees of the university is recognized as a normal and necessary part of full-time faculty members' contractual obligations to render service to Bentley University. It is also recognized that excellence in the performance of service member is necessary if Bentley University is to fulfill its mission

and maintain its quality. Meritorious service on committees and participation in non-academic activities contribute to that excellence and will be encouraged through positive consideration in matters of promotion, tenure, and merit salary increase. (See Section 5 of the Faculty Manual for more information on institutional service expectations).

### **6.3.4 ACADEMIC ADVISING**

Academic Advising of students is considered very important. The goals of the Academic Advising System are to help students:

- a) Make sound, informed choices about academic programs and courses.
- b) Identify and clarify individual needs, and help match personnel and resources to meet those needs.
- c) Understand the relationship between specialized training for work and broad-based education for life.
- d) Understand the relationship between academic studies and the preparation for a career.

More information about the ways in which faculty can become involved in Academic Advising is available from the Deans, Department Chairs, and the Office of Academic Services.

### **6.3.5 PROFESSIONAL ETHICS**

Faculty members are expected to adhere to the ethical standards adopted by their respective professional associations, as well as to those of the academic community. Intentionally representing the work of other faculty members or of students as one's own, the falsification of research results, and the falsification of academic credentials are among the most serious violations of this policy. Violation of this policy may result in disciplinary action by the University up to and including termination.

## **6.4 APPOINTMENT PROCEDURES AND RESPONSIBILITIES OF CHAIR OF AN ACADEMIC DEPARTMENT**

### **6.4.1 APPOINTMENT PROCEDURES FOR DEPARTMENT CHAIR**

1. The initial appointment as Chair of an academic department is for a term of three years.
2. During the second year of the term, the Dean to whom the department reports will communicate with the tenured members of the department to plan for the transition to a new Chair or the reappointment of the incumbent.
3. Chairs may succeed themselves if circumstances warrant. The usual period of reappointment will be two years with the possibility of shorter or longer periods in exceptional circumstances.



4. Chairs should be tenured.
5. Chairs should be an Associate Professor or Professor.
6. Chairs should be terminally qualified as defined for promotion and tenure purposes.
7. Chairs appointed from outside of Bentley University ordinarily are not appointed with tenure.
8. All full-time faculty members in the department have a voice in the appointment of a Chair though the tenured faculty members have the ultimate responsibility to recommend a candidate to the Dean. If the full-time members desire, they may petition the Dean to allow part-time faculty a vote.
9. Recommendations are forwarded by the department, in writing, to the Dean.
10. Chairs are appointed by the Dean following his/her confirmation that the appointment has the support of the Provost and Vice President for Academic Affairs.

#### **6.4.2 RESPONSIBILITIES OF THE DEPARTMENT CHAIR**

##### **1. Department Chair Responsibilities to the Faculty:**

- a) Define, with the academic administration, the various missions of the department.
- b) Recruit, select, and recommend new faculty, with the assistance of the Dean and the Provost and Vice President for Academic Affairs.
- c) Evaluate faculty performance, annually and in a timely fashion, under the faculty evaluation system of the University.
- d) Make merit salary recommendations.
- e) Oversee the departmental promotion and tenure process.
- f) Encourage faculty participation on appropriate University committees and bodies, and with external groups.
- g) Work with the department members to ensure that they place appropriate emphasis on teaching and pedagogical issues.
- h) With the approval of the Dean and Provost and Vice President for Academic Affairs, manage the faculty resources for the most effective course coverage and maximum research and service productivity.
- i) Review and make recommendations on applications for assigned time, funding awards, and sabbaticals.
- j) Encourage faculty participation in presenting papers and other professional activities at regional and national meetings.
- k) Promote research and faculty publications.
- l) Work with the Director of the Cronin International Center, as appropriate, to offer programs that enhance the international dimensions of the faculty.
- m) Inform the faculty of departmental and University plans.

- n) Create an environment conducive to good teaching and research and high morale among both full- and part-time faculty.
  - o) Ensure affirmative action.
  - p) Encourage faculty to represent the department as members of the University community and to work cooperatively with faculty from other departments on joint and interdisciplinary projects.
- ##### **2. Department Chair Responsibilities to the Curriculum and Instruction:**
- a) Schedule classes insuring the optimum mix of faculty for undergraduate and graduate.
  - b) Monitor and provide for timely revision of existing curriculum.
  - c) Stimulate the development of new and innovative programs for the University's current and emerging constituencies.
  - d) Manage the department's various programs (day, evening, graduate, honor, internship, and international).
- ##### **3. Department Chair Responsibilities to the Students:**
- a) Support the recruitment of students to Bentley University.
  - b) Work with Nathan Miller Office of Career Services and prospective employers for appropriate student placement.
  - c) Provide for and oversee the departmental advising system within the context of the University-wide system.
  - d) Advise students and resolve student problems with faculty.
  - e) Foster the development of disciplinary-based student clubs.
  - f) Encourage student participation in special programs, such as international, honors, interdisciplinary and internships.
- ##### **4. Department Chair Responsibilities to the Academic Department:**
- a) Within the context of the strategic planning process, work with faculty to develop departmental goals and plans.
  - b) Communicate department plans and needs to the Dean and other appropriate parties involved with long-range planning.
  - c) Implement approved plans and goals.
  - d) Conduct meetings of the department.
  - e) Establish and staff departmental committees.
  - f) Prepare and manage departmental budget.
  - g) Apply for grants and other external funding by working with the appropriate University representatives.
  - h) Review and recommend departmental travel.
  - i) Supervise departmental staff.
  - j) Process forms, requisitions and departmental correspondence.

- k) Prepare annual and other reports for the department.
- l) Represent the department to Bentley, community and professional bodies.

## 6.5 FACULTY DEVELOPMENT

### 6.5.1 SABBATICALS

#### 6.5.1.1 INTRODUCTION

Sabbaticals enable members of the full-time faculty to undertake research, exploratory investigations, writing, advanced study, or other creative endeavors that will enhance their professional competence and their capacity for distinguished service to the university as a teacher/scholar. The sabbatical is the second stage of a three-stage process consisting of:

- a) Preparatory investigations and planning to maximize the benefits of taking a sabbatical.
- b) The actual sabbatical.
- c) Activities that report and share the results of a sabbatical with the greater university community.

The university recognizes the important contribution that sabbaticals make in sustaining the creativity and productivity of teacher/scholars. It expects all sabbatical projects to relate to the faculty member's profile and to reflect the mission of the university and the academic department, high professional quality, and potential significance that will justify university support.

The university recognizes the need to reintegrate an administrator into teaching after a long term of administration. Granting such administrative sabbaticals is the prerogative of the Board of Trustees and is beyond the purview of this section.

#### 6.5.1.2 ELIGIBILITY

##### First Sabbatical:

Faculty members must serve for 6 full academic years of fulltime teaching in order to be eligible for a first sabbatical. Faculty may, but are not required to, apply for a first sabbatical to occur as early as the 7<sup>th</sup> year of full time teaching at Bentley. The request for a 7<sup>th</sup> year sabbatical must occur during the fifth year. The application is evaluated during the sixth year and, if approved, the faculty member may then take the sabbatical during the seventh year. Faculty members must be tenured in order to take a sabbatical. Since a first sabbatical is on the same clock as the typical tenure review clock, tenure-track faculty members may apply for sabbatical on this clock, but any approval of their sabbatical will require that the faculty member is tenured when they take the sabbatical in the seventh year.

*Duration and compensation of first sabbatical:* Faculty will receive full compensation for a one-semester sabbatical or three-quarters compensation for a one year sabbatical taken under the terms of this section.

##### Subsequent sabbaticals:

Year counts are made only in full academic years. Consequently, the year in which the faculty member takes a sabbatical counts in its entirety as the "sabbatical year," regardless of whether the sabbatical was one semester (regardless of whether Fall or Spring), or full-year. Given this, faculty have two options for subsequent sabbaticals

- a. **THREE-YEAR OPTION FOR SUBSEQUENT ONE-SEMESTER SABBATICAL:** Faculty members may request a one-semester sabbatical following a prior Bentley sabbatical, but there must be an interval of at least three full academic years of fulltime teaching service following the prior sabbatical. Faculty submit the request for a one-semester sabbatical after two academic years of full-time service following any previous sabbatical. The application is evaluated during the third academic year of full-time service since the previous sabbatical, and the sabbatical is taken during the fourth year. A faculty member granted a sabbatical under this section will receive three-quarters compensation for a one semester sabbatical.
- b. **SIX YEAR OPTION FOR SUBSEQUENT FULL-YEAR SABBATICAL:** Faculty members may request a full-year sabbatical following a prior Bentley sabbatical, but there must be an interval of at least six full academic years of fulltime teaching service following the prior sabbatical year. The request for this sabbatical must occur during the fifth academic year following the prior sabbatical year. It is evaluated during the sixth academic year, and if approved the faculty member may then take the sabbatical during the seventh year. A faculty member granted a full year sabbatical will receive three-quarters compensation.
  - 1. Tenured faculty members of any rank are eligible to request a sabbatical after five full years of full-time service at the university or after having completed five years of full-time service following a previous sabbatical. The application is evaluated during the sixth year of full-time service and the sabbatical is taken during the seventh year.
  - 2. Tenured faculty members of any rank may, after their initial sabbatical, request a one semester sabbatical after two years of full-time service following any previous sabbatical. The application

is evaluated during the third year of full-time service since the previous sabbatical, and the sabbatical is taken during the fourth year.

#### **6.5.1.3 DURATION AND COMPENSATION**

A faculty member granted a sabbatical under Section 6.5.1.2 (1) receives full compensation for a one-semester sabbatical or three-quarters compensation for a one year sabbatical. A faculty member granted a sabbatical under Section 6.5.1.2 (2) receives three-quarters compensation for a one semester sabbatical. A faculty member on a sabbatical retains all fringe benefits during the sabbatical period.

#### **6.5.1.4 OBLIGATION TO RETURN**

Following a sabbatical, a faculty member is required to remain at the university for at least two years.

#### **6.5.1.5 APPLICATION FOR SABBATICAL**

1. A sabbatical is a matter of privilege granted to eligible faculty members upon successful application. Not later than July 1 of the calendar year in which an individual becomes eligible for a sabbatical (Section 6.5.1.2), a faculty member shall submit a sabbatical application form along with appropriate supporting materials, as specified in the application form, to the Chairs of all academic departments in which the faculty member holds an academic appointment, and to the Chair of the Faculty Affairs Committee (FAC). The FAC Chair will notify the applicant of the receipt of the application.
2. The application must be evaluated in writing by two members of the applicant's academic department: 1) a tenured faculty member chosen by the applicant and 2) a tenured faculty member chosen by the Chair of the applicant's academic department. In case the applicant's academic department does not have two tenured faculty members other than the applicant, a tenured member of another department may be chosen. For applicants with joint or secondary appointments, here and throughout this section, the "applicant's academic department" refers to the department of the applicant's initial or primary (Section 4.2.1.3) appointment.

The content of the review letters must be kept confidential at all times.

If the applicant is the Chair of his or her academic department, the applicant will choose the two reviewers, but the Associate Dean of Academic Affairs, at the request of the department Chair, must request and collect the letters. For all other

applicants, the Chair of the academic department must request and collect the review letters.

3. The Chairs of all academic departments in which the faculty member holds an academic appointment must prepare a statement of impact concerning:
  - The relationship of the project to the profile (Section 5.7) of the faculty member.
  - The administrative impact of the applicant's proposed sabbatical leave.
  - The ranking of the application in relation to any and all other sabbatical applications under consideration from the same department, if applicable.
4. Not later than July 15, the Chair of the applicant's department (or, if the applicant is the department Chair, the Associate Dean of Academic Affairs) must collect and submit
  - a) the sabbatical application form and all supporting materials previously submitted by the applicant (see 1);
  - b) the two departmental review letters (see 2);
  - c) the statement(s) of impact from the Chair(s) of the academic department(s) where the applicant holds an appointment (see 3)to the Chair of the FAC and one copy each to the appropriate Dean and to the Provost and Vice President for Academic Affairs.
5. Upon receiving the complete application (consisting of the application form, supporting materials, Chair's impact statement(s) and two review letters), the FAC Chair will notify the applicant and the applicant's department Chair that the application is complete.
6. The FAC will review the application to formulate its recommendations (here and throughout this section the term recommendation is used to refer to a positive or a negative recommendation) and will formally notify each applicant and the applicant's department Chair of its recommendation prior to the FAC's meeting with members of the academic administration (see 7).

The FAC will provide unsuccessful applicants with a brief explanation of the main factors contributing to its negative recommendation. Applicants may withdraw their sabbatical application at any point by writing to the FAC Chair, who will notify the academic administration about the withdrawal.

7. The FAC will meet with the Provost and Vice President for Academic Affairs and the Deans to present its recommendations and exchange views on the applications at least two weeks prior to the fall meeting of the Board of Trustees. After the meeting with FAC, the Provost and Vice President for Academic Affairs will formally notify each applicant and the Chair of the FAC of the academic administration's recommendation regarding the sabbatical application.

The academic administration will provide each applicant receiving a negative recommendation with a brief explanation of the main factors contributing to its decision within one week after the meeting with the FAC.

8. The Provost and Vice President for Academic Affairs will positively recommend to the President and the Board of Trustees, at its fall meeting, those applications that have received the positive recommendation of both the FAC and the academic administration. The Provost and Vice President for Academic Affairs will transmit to the Board of Trustees the written FAC recommendations of those applications that are positively recommended to the Board of Trustees.
9. Following the fall meeting of the Board of Trustees, the Provost and Vice President for Academic Affairs will report the Board of Trustees' decision on the sabbatical application to the faculty applicant, the FAC and the applicant's department Chair.
10. Faculty members planning to apply for a sabbatical should attend an informational meeting held during the spring semester to familiarize themselves with the process, the application form, the type of projects likely to gain approval and other expectations. A copy of the current philosophy and guidelines is available from the Chair of the Faculty Affairs Committee.
11. The FAC will maintain and disseminate anonymized statistics on sabbatical applications and awards, updated annually by the end of May.

#### 6.5.1.6 OTHER COMPENSATION

A faculty member who is granted a sabbatical may not receive compensation for service to another institution or organization, except under circumstances agreed upon by the recipient and the University as discussed below. A sabbatical recipient may, however, accept scholarships, fellowships, or grants-in-aid.

A faculty member granted a full-year sabbatical (compensated by the university at the rate of 75% of the regular AY salary) who wishes to be compensated at a higher rate may seek support from external sources for up to 25% of the AY salary in order to bring the compensation to a maximum of 100% for the entire year. (Other kinds of sabbatical-related expenses, such as travel or supplies also may be sought from external sources.)

Faculty granted a full-year sabbatical also have the option of seeking up to 75% of salary from external sources for replacing the funds the college has budgeted for the sabbatical salary. In a similar vein, faculty on a one-semester sabbatical leave (compensated at the rate of 100%) can seek external support of up to 100% of salary for replacement funds. These replacement funds will be used by the university to support the faculty member's salary.

As an incentive for individuals to seek such funds, the University will open an account, equal to half the salary replacement funds received, to be used to support scholarly and professional activities of the faculty member. These activities need not be related to the sabbatical project nor do the funds have to be spent during the sabbatical period. Expenses charged to this account must be approved by the Office of Academic and External Relations. Should the faculty member leave Bentley University College before the funds are spent, the balance reverts back to the College.

In one example of a sabbatical support arrangement, Professor Tonka takes a full-year sabbatical. She receives a grant from an external source which includes \$30,000, the equivalent of half of her AY salary. Professor Tonka wishes to be compensated at 100% of her AY salary, so she adds \$15,000 (=25% AY salary) of grant funds to the 75% salary received from the College, to bring her total compensation to 100%. The College uses the remaining \$15,000 granted for salary by the external source as replacement funds, also establishing a \$7,500 account in Professor Tonka's name to fund various scholarly activities.

In a second example, Professor Bennett also receives an external grant with \$30,000 for salary support during his one-semester sabbatical leave. Because one-semester sabbatical leaves are compensated at 100% and \$30,000 is equivalent to his entire salary for the semester, the College uses all of the \$30,000 to pay for his salary. It also sets up an account with \$15,000 in it for him to spend on his scholarly interests.



### 6.5.1.7 REPORTING

Three months after the completion of the sabbatical, the faculty member is obliged to report in writing the results of the sabbatical to the Chair of the Faculty Affairs Committee and to the Department Chair. The Faculty Affairs Committee will forward copies of the report to the appropriate Dean and the Provost and Vice President for Academic Affairs.

### 6.5.1.8 SHARING OF RESULTS

The recipient should also arrange a suitable means (e.g., colloquium, workshop, or lecture) to share the results of the sabbatical work with the Bentley community.

### 6.5.2 FACULTY DEVELOPMENT GRANTS

1. Funds are available to support faculty development/growth/enrichment activities, which include, but are not limited to:
  - a) expenses of information gathering or travel for special research or teaching projects
  - b) unusual library, document reproduction, and computer search expenses
  - c) library cards when documents needed are not available elsewhere
  - d) colloquia, workshops, conferences on current developments in higher education (curricular innovation, integration among disciplines, or utilization of electronic learning techniques).

The Faculty Affairs Committee (FAC) acts upon applications on an ongoing basis and makes its recommendations to the appropriate Dean.

More information about and detailed guidelines for applying for Faculty Development grants are available from the Chair of the FAC.

### 6.5.3 OTHER SUPPORT

Other support, such as summer grants and seed funding for scholarship, may be available and is administered by the department Chairs, Deans, and Provost.

## 6.6 TEACHING AT OTHER INSTITUTIONS

Members of the full-time faculty may teach at other institutions only with the written approval of the Provost and Vice President for Academic Affairs, requested through the Department Chair. Such approval must necessarily recognize the desirability of maintaining a reasonable teaching load. Teaching must not compete with existing university activities. Examples of non-compliance include, but are not limited to:

- Teaching a competitive credit course at another institution.
- Teaching a competitive non-credit course to a specific market already served by Bentley University.

## 6.7 OUTSIDE CONSULTING

1. It is the policy of the university that members of the full-time faculty may engage in consulting, or professional practice, on a limited basis (one day a week or the equivalent). Such activities must be arranged so as not to interfere with the faithful discharge of the faculty member's principal teaching, advising, and service responsibilities at Bentley University. It is desirable to discuss such opportunities in advance with the Department Chair whenever possible.
2. The university encourages faculty members to consult as a part of faculty development and institution building. Consulting provides the opportunity to test concepts and theories and allows the development of contacts leading to the gathering of data for further research. Consulting also provides visible proof of the quality of faculty and programs of the university to the outside community.
3. This encouragement is provided subject to the following conditions:
  - a) Priority is given to one's students and the scholarly and service responsibilities to Bentley University. Evidence of non-compliance would include, but not be limited to:
    - Commitment of more than an average of one day a week during the fall and spring semesters
    - Failure to attend classes, office hours, department or committee meetings
    - Imposition of constraints on scheduling at the University, including classes and department or committee meetings.
  - b) Consulting must not compete with existing university activities. An example of non-compliance would include, but not be limited to providing consulting advice to one of the University's competitors for a fee.
  - c) The University must not be subject to any liability as a result of such consulting. Evidence of non-compliance would include, but not be limited to:
    - Using the University name in advertising or announcements in any way that suggests that Bentley University is a principal or party
    - Use of University stationery, facilities, students, or staff in any way that suggests that Bentley University is a principal or party.
  - d) Prior approval is given in writing for the use of university facilities or personnel in consulting activities
  - e) Expenses incurred by the university in support of consulting be reimbursed in a timely manner



- f) The Department Chair must be kept aware of such commitments each semester, and such commitments must be reported yearly as part of the faculty Annual Activity Report.
4. Exceptions to and interpretation of the policy are the prerogative of the Provost and Vice President for Academic Affairs.

## 6.8 GENERAL LEAVE

1. Full-time faculty members may request leave without compensation if they have an opportunity to
  - a) make a significant contribution to human welfare or knowledge through professional service with governmental or non-profit agencies
  - b) engage in teaching or research under foundation or government grants
  - c) accept appointments as visiting members of university or university faculties
  - d) complete their academic studies
  - e) engage in other activities found to be beneficial to the individual and university by the Provost and Vice President for Academic Affairs.
2. Such leave is without compensation and is normally granted for one academic year only. Leave for longer periods or renewal of leave for an additional year is granted only if special circumstances justify it.
3. Fringe benefits will remain in force during such general leaves, provided the employee arranges to underwrite the entire annual premium cost.

## 6.9 PROFESSIONAL SUPPORT

1. Conferences
  - a) Funds are available to enable faculty members to present their work at meetings of learned and professional societies. Travel expenses, reasonable in amount and proper in nature, incurred by university personnel in connection with such activities, are reimbursable if:
    - Application is made on the Travel Authorization Form
    - The request for travel funds bears the endorsement of the Department Chair and the appropriate Dean
    - Expenses are accounted for in accordance with institutional guidelines.
  - b) Faculty members may attend conferences during the academic year if:
    - There is no interference with normal classroom meetings
    - Arrangements to cover classes have been made with the prior approval of the Department Chair.

## 2. Membership in Professional Societies

- a) In keeping with its policy of encouraging faculty participation in the work of professional societies, the university will reimburse a full-time faculty member 50% of the cost up to \$250 for a reasonable number of memberships in associations related to a member's principal field.
- b) The university also seeks to encourage attendance at local meetings of professional associations by reimbursing full-time faculty members who attend for whatever registration and meal expenses they incur.

## 6.10 FACULTY TUITION REMISSION

More information on the Tuition Remission Policy can be found in the Policies and Procedures area of the Human Resources website.

## 6.11 FACULTY AWARDS

Faculty are eligible for awards based on excellence in teaching and scholarship such as the Gregory H. Adamian Award for Teaching Excellence and, the Bentley University Scholar of the Year Award. These awards are administered by the Teaching and Scholarly Activities Committee (TSAC).

## 6.12 OTHER POLICIES

Faculty are expected to adhere to Bentley policies that include, but are not limited to, the Code of Ethics for Faculty and Staff, the Equal Opportunity and Nondiscrimination Policy, and the Computing and Network Policy outlined in the Bentley website. In addition, faculty are expected to follow university guidelines for "fair use" of copyrighted material and the Course Reserve Copyright Policy.

## SECTION 7.0 ACADEMIC POLICIES, PROCEDURES, AND PROGRAMS

The Bentley Honor Code is an expression of the principle that all members of the community are expected to maintain academic integrity in their own work. Faculty and students alike are obligated to take appropriate action when they suspect academic dishonesty has occurred.

### 7.1.1 ACADEMIC INTEGRITY SYSTEM STRUCTURE

**A. Academic Integrity Council:** consists of at least five faculty volunteers selected by the Nominations Committee, as well as a graduate student and an undergraduate student designated annually by their respective student government associations. The Academic Integrity Council reviews the state of academic integrity in the Bentley community; advises the Director of Academic Integrity on the

process and procedures of the Academic Integrity System; and recommends Faculty Manual revisions as appropriate. A faculty member of the council serves as Chair when an Academic Integrity Hearing, hereafter a Hearing, is required.

- B. Director of Academic Integrity (the Director):** is appointed by the Provost; works with academic departments and the student organizations to implement proactive education and prevention related to issues of academic integrity; reports to the Deans Council; oversees the academic integrity process to insure its adherence to the spirit and letter of Bentley's Academic Integrity System; and, consults frequently with faculty, students, and the Academic Integrity Council. When necessary, the Director organizes Hearings and stores Academic Integrity Incident Reports (the only official record), hereafter Reports. In the event of an integrity case filed by the Director, the Provost appoints a temporary Director. The Director is also responsible for insuring that all faculty members new to Bentley are familiar with the Honor Code and Academic Integrity System.

### 7.1.2 FACULTY AND STUDENT RESPONSIBILITIES AND RIGHTS IN THE ACADEMIC INTEGRITY SYSTEM

#### A. Faculty Responsibilities and Rights

All faculty members are responsible for promoting academic integrity by managing their classes, assignments, and examinations so as to reduce temptation and opportunity for plagiarism and cheating. Faculty are required to clearly define the expectations and procedures for academic work, either as part of the individual assignment or in the syllabus or other document that presents coursework guidelines. These include, for example, overall classroom assessment procedures; examination protocols; and guidelines for citing sources in written work, for collaborating and/or receiving outside assistance on homework and other assignments.

Each faculty member is expected to abide by the principles and procedures established in Bentley's Academic Integrity System. A faculty member who believes an academic integrity violation has occurred **must** file a Report. Staff members who become aware of a possible violation must notify the Director. **No sanction can be imposed on a student without a Report first being filed with the Director.**

The faculty member who alleges an academic integrity violation is entitled to ask the Director for additional resources to support the investigation of the violation and may question relevant students about an alleged

violation.

#### B. Student Responsibilities and Rights

Each student is expected to become familiar with and at all times adhere to the Bentley Honor Code and Academic Integrity System, including standards and expectations set out in each course syllabus, assignment, and/or examination concerning collaboration, methods of research and data collection, and other practices.

Students are also expected to uphold the Academic Integrity System. Therefore a student who is aware of a possible violation of the standards established in the Academic Integrity System is expected to report the suspected violation to a faculty member or the Director. A student who is suspected of committing a violation must respond promptly and honestly when informed of a suspected academic integrity violation and must provide information that may aid in the investigation of an alleged violation.

A student charged with an academic integrity violation is entitled to ask the Director for a list of student support services and will be allowed to respond to an alleged violation before the faculty submits the Report to the Director.

#### C. Role of Observers

If a member of the Bentley community believes that s/he has observed behavior related to a faculty member's class that violates academic integrity, it is the observer's responsibility to bring the matter to the faculty member's attention. If the observer is not satisfied with the faculty member's response, the observer has the right to bring the matter directly to the Director's attention for possible action. The Director will consult with the faculty member and investigate the incident to determine whether or not a Hearing is warranted. The Director may arrange a Hearing, with or without the faculty member's explicit consent, if there is sufficient evidence to suggest a violation may have occurred.

#### D. Incidents Outside the Normal Purview of Course Instructors

When an incident is brought to the Director's attention that falls outside the normal purview of an individual instructor, involves students in multiple classes, or classes taken in previous semesters, the Director may impanel a Hearing to adjudicate it. In such instances, the Director may appoint another faculty or staff member to provide the student(s) with counsel regarding the case.

### 7.1.3 VIOLATION LEVELS DEFINED AND RECOMMENDED SANCTIONS

Violations are categorized as either Level I or Level II

based on severity. The level of an alleged violation determines the appropriate steps in the academic integrity process and recommended sanctions.

### **A. Levels Defined**

A Level I violation is a minor infraction, generally confined to student work within an individual course, including but not limited to 1) failing to apply appropriate conventions for citing and documenting sources; 2) giving assistance to or receiving assistance from another student or any other person on an assignment or exam when such collaboration is prohibited; or 3) accessing prohibited materials during an examination.

Any violation not categorized as Level I is a Level II violation. Level II violations are serious breaches of academic integrity. They include, but are not limited to, the following examples:

- i. committing any violation such as those listed under Level I that pertain to more than a small portion of the course grade;
- ii. submitting the same work or major portions thereof to satisfy the requirements of more than one course without written permission from each faculty member (including Honors and Capstone requirements);
- iii. using illicit means of acquiring data, fabricating evidence, falsifying data, or fabricating sources;
- iv. collaborating to exchange information during an examination or engaging in any action during an exam prohibited by the instructor, such as copying another student's work, utilizing prohibited materials (e.g. books, notes, calculators, cell phones, or other electronic devices), helping other students to copy another student's work on an examination;
- v. altering a graded assignment or examination and asking for it to be re-graded;
- vi. stealing and/or distributing an examination;
- vii. purchasing or otherwise illicitly acquiring and submitting a paper or any other course materials as your own work;
- viii. creating a paper or other course materials for sale and/or distribution;
- ix. reproducing or distributing university course materials without instructor permission;
- x. stealing another student's work;
- xi. intentionally impeding an investigation of an academic integrity incident or giving false witness in a Hearing;
- xii. engaging in actions designed to hinder the academic success of another student or students,

- xiii. for example, by impeding access to course materials, hiding or removing library resources;
- xiv. using improper means to access computer files; forging or falsifying a grade, transcript or diploma.

**Any alleged violation involving a student who at the time has an earlier Report on file or under investigation must go to a Hearing.**

### **B. Recommended Sanctions**

Level I sanctions may include, but are not limited to: 1) a make-up assignment at a more difficult level than the original; 2) failure or other reduced grade on the examination or assignment.

Level II sanctions may include, but are not limited to: 1) any sanctions for Level I violations; 2) course grade of F; 3) course grade of F being permanently calculated into the Grade Point Average; 4) exclusion from activities such as study abroad, honors societies and programs, and varsity athletics; 5) suspension from Bentley University; 6) expulsion from Bentley University.

## **7.1.4 ACADEMIC INTEGRITY INCIDENT REPORTS AND CONSEQUENCES**

The relevant faculty member should meet with the student(s) to discuss an alleged violation. If the faculty member still suspects that a violation has occurred, a Report must be filed promptly.

- A. In the case of an alleged Level I or Level II violation, if the student(s) does not agree that a violation has taken place, the Director will schedule a Hearing.
- B. In the case of an alleged Level I or Level II violation, if the student(s) agrees the incident is a violation of academic integrity, the faculty member shall propose a sanction(s) in consultation with the director.
  - a) For a Level I violation, if the student agrees to the proposed sanction(s), both the faculty member and the student sign the Report and it is forwarded to the Director. The faculty member implements the proposed sanction(s) only after the report has become the official record in the office of the Director. In this instance, no Hearing is required. If, however, new information becomes available, the Director will schedule a Hearing.
  - b) For a Level II violation, if the student agrees to a proposed sanction(s) of lowering an assignment or grade for that course, both the faculty member and the student sign the Report and it is forwarded to the Director. No hearing is required but the faculty member implements the

proposed sanction only after the Academic Integrity Council reviews and approves the sanction. Proposed sanction(s) that are more severe require a Hearing.

- c) For Level I and Level II violations, if the faculty member and student cannot agree upon a sanction(s), the Report is sent to the Director who will schedule a Hearing. The student(s) is not, in this instance, required to sign the Report.
- C. Regardless of level, second violations must go to a Hearing.
- D. Regardless of level or prior agreement, the Director has the authority to call a Hearing with the agreement of the student to resolve the incident in the interest of academic integrity.
- E. If a Hearing determines that the allegations were unfounded, the Report is destroyed.
- F. At a Hearing, only the current Report and related information will be disclosed when determining whether the student is responsible for the violation. Once a Hearing has found a student to be responsible for a violation, the Director will disclose prior Report(s), if any, to the Hearing members before sanctions are determined. Only records filed with the Director are actionable.
- G. Within the university, the existence and contents of all Reports are confidential and will be maintained by the Director for seven years.

#### 7.1.5 ACADEMIC INTEGRITY HEARING

A Hearing is convened by the Director. The Hearing members review evidence of an academic integrity incident, decides if a violation has occurred, and sets sanctions with consideration given to the faculty member's proposed sanction.

- A. **Student and Faculty Rights:** When a Hearing is convened, both faculty and students are entitled to: 1) a fair Hearing in a reasonable amount of time; 2) ample notice of the Hearing, a summary of the violation to be discussed, and an explanation of the Hearing process; 3) access to the Director to prepare for the Hearing; 4) the presence of witnesses accepted by the Director to give pertinent testimony; 5) the opportunity to hear all testimony presented in the Hearing, and to respond to all testimony presented in the Hearing; 6) the opportunity to speak on one's behalf; 7) the presence of one person, who is not an attorney, to provide support; 8) written notice, within a reasonable amount of time, of the

Hearing's findings and any sanctions; and 9) notification of appeal decisions, if any.

- B. **The Hearing:** A Hearing requires five voting members: three full-time faculty members, of whom at least one is tenured, and at least one is a member of the Academic Integrity Council. The Director solicits students from graduate and undergraduate student government. Student members are either graduate or undergraduate, corresponding with the student(s) subject to the incident review. One faculty member serves as Chair of the Hearing. The Director attends all Hearings in a neutral supporting role and is not a voting member of the Hearing. The Hearing membership hears evidence, determines the presence or absence of an academic integrity violation, and sanctions a student, where appropriate.
- C. **Scheduling:** The Director reserves the right to schedule Hearings in a way that accommodates extenuating circumstances and minimizes the impact on academic schedules of all involved parties.
- D. **Sanctions for Special Circumstances:** Sanctions may involve restrictions on or disqualification from participation in University programs or extra-curricular activities only with a Hearing. When such a sanction is imposed, the Director may disclose only those sanction restrictions involving that program or activity to the relevant campus official.
- E. **Sanctions Involving Grades and Graduation:** The timing of the filing of Reports may result in investigation procedures that cannot be concluded before grade reporting or degree auditing for graduation. In the case of incidents that may reasonably be expected to affect a course grade, the faculty member of the course will post a grade of Incomplete, pending the completion of the academic integrity investigation. In the event that this Incomplete affects a graduation requirement, the student shall remain otherwise eligible to "walk at graduation." The right of an Honors Program student to walk with the Honors Program cohort at graduation is governed by Honors Program guidelines. The awarding of the degree and final transcript must await the result of the investigation. In cases where the incident cannot be addressed prior to grade reporting or prior to awarding the degree and final transcript, relevant sanctions may be applied retroactively, including transcript modification and/or rescinding the degree, as determined by a Hearing.
- F. **Appeals:** A student may appeal the outcome of a Hearing only when: 1) new material or information



unavailable at the time of the Hearing becomes available or 2) evidence is provided that fair process has not been followed.

- a) An appeal of Hearing decisions must be submitted in writing to the Provost and must explain in detail the reason for the appeal. It must be submitted no later than five (5) working days from the date of the written notification from the Director informing the student of the Hearing outcome. The student will be notified within a reasonable time whether the appeal will be granted. Sanctions determined by a Hearing will stand until decision on the appeal is made.
- b) The Provost's decision as to whether an appeal will be granted is final. If the appeal is denied, the sanction is implemented and the academic integrity process ends. The student cannot appeal the Provost's decision.
- c) If an appeal is granted, then the Provost will either determine an appropriate sanction or refer the case to a new Hearing. If the case is to be heard again, the student will be notified within a reasonable time as to the date and time of the Hearing.
- d) The Provost, or a designee, will inform the Director of the outcome of any student appeal.
- e) The Director will notify other college officials as necessary.

## 7.2 UNDERGRADUATE GRADING AND COURSE POLICIES

### 7.2.1 UNDERGRADUATE GRADING SYSTEM

#### a. Grading Scale

The university uses a grading system for all credit courses that is based on an A equal to 4.0 quality points and that allows plus and minus grades to be given. The numerical grade is given at the end of the term according to the following scale:

Numerical Grade	Alphabetical Equivalent	Numerical Equivalent
4.0	A	95-100
3.7	A-	90-94
3.3	B+	87-89
3.0	B	83-86
2.7	B-	80-82

2.3	C+	77-79
2.0	C	73-76
1.7	C-	70-72
1.3	D+	67-69
1.0	D	63-66
0.7	D-	60-62
0.0	F	Below 60
P	C-	(1.7) or better Above 70

#### b. Letter Grades

There is no change of any grade after one year from its original submission unless approval is granted from the Office for Academic Services.

P – Pass earns no quality points in computing the quality point average. Faculty members submit a numerical grade via MyBentley, which is then converted by the Registrar's Office.

F - Failure earns no quality points in the computing of the quality point average. When a student receives an F grade, it remains on the transcript and is used in computing the GPA until the course is repeated in accordance with Section 7.2.3. Course Repeat Policy.

I - Incomplete is a temporary designation issues at the discretion of the instructor. It denotes that required work for the course has not been completed by the student. Incomplete is an optional designation and instructors may issue a grade based on work already completed. See Section 7.2.2 for Incomplete Grade Policy.

NR - Faculty Member Has Not Reported Grade is recorded by the Registrar when the faculty member fails to submit a grade for a student. The NR grade reference will be changed to the true grade whenever it is officially received from the faculty member. The NR grade is not included in the computation of the semester or cumulative average. An NR grade prohibits the student from taking a course for which the NR-graded course is a prerequisite.

S - Satisfactory given in non-credit courses and in the one credit First Year Seminar (FS111) and in the Career Development Introduction (CDI 101) and Career Development Internship (CDI 102) for passing work

U - Unsatisfactory given in non-credit courses and in the one credit First Year Seminar (FS111) and in the Career Development Introduction (CDI 101) and Career Development Internship (CDI 102) for work below passing.

W - Withdrawal signifies that a student has withdrawn



from a course during the period beginning with the third week of classes and continuing through two-thirds of the semester. Credit is not received for the course, and the course is not considered in computing the quality point average.

AU - Audit must be declared before the end of the third week of classes with the requirements for the retention of such status to be spelled out by the individual faculty member to the student. If the requirements are not fulfilled, the AU can be changed to a W. After the first three weeks, AU status cannot be changed to a credit status. A student is permitted to audit any course being offered by the university, provided he or she obtains the permission of his or her adviser and the faculty member. Students may take the examinations for the course, but receive no credit for them. Transcripts contain a memorandum entry when a course is audited.

### c. Pass/Fail Policy

Students may opt for pass/fail grades as follows:

- A student must be a Sophomore, Junior or a Senior (class codes 3-8)
- A student is limited to three credits or one pass/fail during their academic career. A student will be permitted to take a 4-credit Natural and Applied Sciences course pass/fail only if it is fulfilling an Arts and Sciences or Unrestrictive Elective requirement.
- The course must be used as a Business Elective, Arts and Sciences Elective or an Unrestrictive Elective. Students are not allowed to use this option toward their General Education, Business Core or Major requirements.
- Pass/Fail grades may be applied to courses in a minor. Certain Bachelor of Arts majors are not able to use the Pass/Fail option for a Business Minor. Students are advised to confer with Academic Services if there are questions.
- The Pass/Fail option may not be used for Honors courses, courses taken in the Bentley Study Abroad Program, short-term programs, directed studies, tutorials and ID 120/121 courses.
- Masters candidate students may not use the Pass/Fail grading option for pre-program foundation and foundation courses or courses for advanced standing.
- An academic department may request that a particular course be excluded from the Pass/Fail option. Exclusion requests must be submitted to the Registrar along with course offering for each upcoming semester. Exclusions will be noted with "Not eligible for P/F" along with course prerequisites on the on-line course listings and in the registration booklet.
- Note that this exclusion must apply to every section of a particular course.

Grading Scale for Pass/Fail courses:

- Faculty will submit numeric grades which will be converted by the Registrar's Office at the conclusion of the grading period.
- The Registrar's Office will convert a submitted grade to a 'P', 'D', or 'F.' A 'P' will be issued for numeric grades greater than or equal to 1.7. A 'P' will not be calculated into a student's cumulative or term GPA. A 'D' will be issued for numeric grades between a .7 and a 1.3. A 'D' will be calculated into a student's term and cumulative GPA as a 1.0.
- An 'F' will be calculated into a student's term and cumulative GPA as a 0.0.

Procedure for Declaring a Pass/Fail:

- Students must complete and sign a pass/ fail declaration form and submit it to the Office of the Registrar. Forms are available at the Office of the Registrar, the Office of Academic Services and online. The form must be received prior to the end of the drop/add period. The decision is irrevocable.

### d. Grade Point Average (GPA) and Course Grade

1. Student academic performance is officially recorded in grades and in quality points. Quality points are obtained by multiplying the course grade by the number of semester hours of credits the course carries and dividing the total quality points earned by the total semester hours of course credits taken. Example:

Course Grade	Semester Hrs	Quality Points
3.7	3	11.1
2.7	3	8.1
2.0	3	6.0
F	3	0.0
Totals	12	25.2

Total quality points (25.2) / 12 = 2.1 GPA

The student is required to earn a minimum passing grade of 0.7 (D-) in each course and, in addition, to meet a quality point average that calls for a higher level of achievement. Quality points permit the student to offset or average out minimum passing grades and grades slightly in excess of passing in some courses by achieving higher grades in other courses.

### e. GPA Requirements

1. Freshmen whose overall cumulative GPA is less than 1.9, and Sophomores, Juniors and Seniors whose overall cumulative GPA is less than 2.0, will be placed on academic probation. See Section 7.2.4 for the academic probation policy.
2. Members of varsity athletic teams must attain an

average required under NCAA rules to participate in the inter-collegiate athletic program.

3. An overall cumulative GPA of 2.0 and a major and minor (when applicable) GPA of 2.0 is required for graduation.

### 7.2.2 UNDERGRADUATE INCOMPLETE GRADE POLICY

As a general rule, all coursework must be completed by the end of the semester in which the course is offered.

An incomplete grade is a temporary designation issued when required work, which can be made up, is not completed by the end of the semester.

#### Eligibility for an Incomplete Grade

- An incomplete grade may be granted to a student at the discretion of the faculty member, as an accommodation for unforeseen and extraordinary circumstances at the end of the semester.
- A student must have consistently demonstrated passing academic work prior to the request for an incomplete.
- Incompletes are not automatically granted for students who miss large amounts of class due to illness or personal circumstances. Instructors *must not* issue an incomplete due to lack of class attendance and/or lack of completed work. An incomplete grade should *not* be issued in the following situations:
  - The student needs to attend and repeat most of the course.
  - The student stopped attending class.
  - To allow the student the opportunity to complete additional work or improve upon previously completed requirements after the semester has ended.
- A faculty member's failure to complete grading by the deadline is not a permissible reason to issue an incomplete. When a grade designation is required, the faculty member, Registrar, and department chair

Number of Bentley Courses Passed	Total Repeats or Substitutions Allowed
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1–10	1
11–20	2
21–30	3
31–40	4

will coordinate such designation.

An incomplete grade issued in the fall or winter term must be completed no later than March 30 of the subsequent spring semester. An incomplete grade issued in the spring or summer term must be completed no later than November 15 of the subsequent fall semester.

Faculty members have the discretion to require outstanding coursework to be submitted earlier than the deadlines stated above. It is the student's responsibility to work with the faculty member to clear the incomplete grade.

An incomplete grade not completed within the required period will automatically convert to an 'F'. A faculty member may, at his or her discretion, extend the completion deadline for a student by notifying the Registrar's Office in writing. A faculty member cannot extend the deadline beyond one year of the issuance of the incomplete grade without permission from the Associate Dean for Academic Services.

When issuing an incomplete grade, a faculty member is expected to adhere to the following practices:

- Discuss the remaining course requirements with the student prior to the completion of the semester. If a student does not or cannot contact the faculty member prior to the end of the semester, an "F" is the appropriate grade; if warranted, this grade can be changed to an "I" at a later date.
- Follow-up with the student in writing (e-mail, letter, faculty designed form, etc.) detailing the outstanding requirements, the deadline for the completion of the work and any additional information pertinent to the completion of the course. In order to avoid issues concerning the nature and scope of the outstanding requirements, the faculty member should keep a copy of the communication detailing the work necessary to complete the course requirements and retain this communication consistent with the Faculty Manual, section 7.2.2, Grade Records.

These guidelines are not designed to cover every circumstance. Faculty members are encouraged to seek guidance from their department chair, Associate Dean for Academic Services, or the Registrar when questions arise.

When assigning an incomplete grade via MyBentley, the reasons for the incomplete grade must be given. This is accomplished by a page that will appear when an incomplete grade is entered.

### 7.2.3 UNDERGRADUATE COURSE REPEAT POLICIES

#### Repeating a Previously Passed Course

The university's policy on repeating courses is geared to help students meet the cumulative average(s) needed to graduate. Students can repeat passed courses to raise those averages to satisfy their graduation requirement with certain restrictions and written approval of the major's Department Chair.

#### Repeating Major Passed Courses

Major cumulative GPA must be below 2.0, and the course grade must be below 2.0.

#### Repeating Non Major Passed Courses

*All undergraduate students:* Overall cumulative GPA must be below 2.0 and course grade must be below 2.0.

#### Guidelines for Course Repeats

1. Students must obtain authorization from the Registrar and the Department Chair in which they are majoring, within the first three weeks of the term.
2. Students can repeat (or substitute for) a maximum of two times after the original attempt. This includes grades of F, W and AU.
3. Substitutions must be declared with the Registrar before the end of the third week of the semester.
4. *Required courses and electives* that are passed with grades of less than 2.0 may be repeated in accordance with the table below and the above conditions (1-3).
5. Beginning in the spring of 2012 students who earn grades that are passing but below 2.0 in MA 123 and/or GB 112 may choose to retake the course(s) to better prepare for the subsequent course in the sequence(s).
6. Students who opt to repeat MA 123 and/or GB 112:
  - May do so only once, and must do so in the following semester
  - May not enroll concurrently in the subsequent course(s)
  - Will have the earlier grade(s) replaced by the new grade in calculating the student's GPA, even if the new grade is lower than the original grade. The original grade(s) will remain on the student's transcript but will not calculate into the GPA.

Retaking MA 123 and/or GB 112 under this policy is not subject to and does not count towards the "Total Repeats or Substitutions Allowed" numbers indicated above.

#### Repeating a Failed Course

Students can repeat a maximum of six *different* failed courses. Failures exceeding these numbers result in permanent dismissal from Bentley. (An *F* in a repeated course does not count toward the total number of different failed courses.) Required courses that are failed can be repeated; no substitutions are allowed. Elective courses (restricted and unrestricted) that are failed can be repeated or substituted for by another course.

Students can repeat or substitute for a course a maximum of two times after the original attempt. This includes grades of *F*, *W* and *AU*.

# of Bentley Courses Passed	Total Repeats or Substitutions Allowed
1-10	1
11-20	2
21-30	3
31-40	4

#### Additional Course Repeat Policy Information

1. All grades are retained on students' permanent record.
2. Only the *last* grade received for a repeated or substituted course is used in compiling graduation credits and computing the quality point average with proper authorization.
3. If a course taken at Bentley is repeated at another accredited college or university, the original grade is no longer considered in computing the Bentley grade point average, provided transfer credit is awarded.
4. Students who wish to substitute one course for another must declare their intention to do so before the end of the third week of the semester with the Registrar.
5. A student returning to Bentley to complete an associate's or bachelor's degree after a five-year hiatus may have the option of retaking for a new grade previously passed courses that are seven or more years old. Only his or her repeated grade and credit would be calculated into the GPA.
6. Bentley graduates who subsequently return to pursue post baccalaureate credit may retake a course that was previously passed for the undergraduate degree. The new course, credit and grade would appear on a distinct post-baccalaureate transcript and would not impact the student's undergraduate transcript.

### 7.2.4 ACADEMIC PROBATION

The academic performance committee monitors overall academic performance and accumulated failures. Any student who's overall or term GPA is below 2.0 or who

has excessive failures may be subject to academic warning, academic probation, suspension, dismissal or any other restriction the committee deems appropriate. Freshmen whose overall cumulative GPA is less than 1.9, Sophomores, Juniors and Seniors whose overall cumulative GPA is less than 2.0, will be placed on academic probation.

1. A student on academic probation who raises the cumulative GPA during the next semester to the required level will be returned to good standing. A student who fails to do this, but does achieve the minimum quality point requirement for his/her class will be permitted to continue on probation for an additional semester.
2. A student on probation, whether academic or disciplinary, is advised strongly to review non-academic commitments and to withdraw from those activities that are not essential to university life. Members of varsity athletic teams must attain an average required under NCAA rules to participate in the inter-collegiate athletic program.
3. A student who does not achieve the required cumulative average at the end of this second probationary-level semester will be subject to review by the Academic Performance Committee.
4. The Academic Performance Committee will take appropriate action depending on individual records and situations. Such actions include reducing the student's course load, requiring various counseling activities, requiring attendance in the Study Skills Course, suspension and, ultimately, dismissal from the university.
5. Students subject to such action will be contacted individually and must follow the directions of the Academic Performance Committee. The university can take no responsibility for students who act contrary to the Committee's decisions.
6. See the Academic Advising Handbook and the Student Handbook for further details on the academic probation and academic performance standards and policies.

## 7.3. GRADUATE GRADING AND COURSE POLICIES

### 7.3.1 GRADUATE GRADING SYSTEM

#### a. Grading Scale

Graduate students are graded on the same scale as undergraduates from 4.0 down through the grade of 2.3. Any student below a 2.3 must be given an F in the course.

Grade	Equivalent	Numerical Equivalent
4.0	A	95-100
3.7	A-	90-94
3.3	B+	87-89
3.0	B	83-86
2.7	B-	80-82
2.3	C+	77-79
0.0	F	Below 77
P	N/A	Equivalent to a 2.7 or better
IG	N/A	Incomplete

#### b. Letter Grades

**F – Fail** When a student receives an F grade in an elective or concentration course, the F grade remains on the transcript and is computed in the cumulative quality point average. In order to remove the failed course from computation in the cumulative average, the student must successfully repeat the course or obtain prior approval from the program director or appropriate Academic Chair for another course to be substituted in place of the failed course. Only the second grade enters the grade point average, but the F remains on the transcript.

**IG Incomplete** is a temporary designation given by the faculty member when course requirements, which may still be made up, have not been completed. It is the student's responsibility to make arrangements with the faculty member to clear the deficiency. An IG is not counted in computing averages. An IG will become an F unless it is converted to a passing grade within 60 days of the succeeding semester. Spring term incompletes must be complete within 60 days of the start of the succeeding fall term unless the Office of Registrar's has received written notification from the faculty member explaining exactly what arrangements have been made with the student, including the final date that the grade will be submitted. With faculty member approval, after the 60-day period and within the next year, the F may be changed to a grade.

Graduate students who have two or more IG grades, or one IG grade and one or two F grades on their record, may not enroll in subsequent courses until the IG/F grades have been changed to passing grades or appropriate arrangements have been made to clear an F grade. Students who have two or more IG grades turn to

F are subject to dismissal per the Academic Performance policy.

### **c. Grade Point Average (GPA) and Course Grade**

1. Student academic performance is officially recorded in grades and in grade points. Grade points are obtained by multiplying the course grade by the number of credits the course carries. a grade of 3.0 in a 3-credit course earns 9.0 grade points. The grade point average is determined by dividing the total grade points earned by the total credits of courses taken. Example:

Course Grade	Semester Hours	Grade Points
3.7	3	11.1
2.7	3	8.1
F	<u>3</u>	<u>0.0</u>
Totals	9	19.2

Total Grade Point Average (GPA) divided by 9 = 2.13 GPA

2. The student is required to earn a minimum passing grade of 2.3 (C+) in each course and, in addition, a GPA of 2.7 in both the major/concentrations, as well as overall GPA, is required for graduation. Grade points permit the student to offset or average out minimum passing grades and grades slightly in excess of passing in some courses by achieving higher grades in other courses.

### **7.3.2 GRADUATE COURSE REPEAT POLICY**

The following policy applies to repeating any course:

- A student may only repeat a course in which an F grade has been earned.
- A failed course may be repeated only once.
- A student may only repeat a total of two courses.
- Only the second grade enters into the Grade Point Average, but the F grade will remain on the transcript.

### **7.3.3 GRADUATE COURSE GRADE CHANGE POLICY**

University policy requires all grade changes to be submitted within one year of the grade's original submission. The acceptance of grade changes beyond the one-year period may be requested of the Dean of Business and the McCallum Graduate School and will only be considered in cases where extreme circumstances have prevented the student from completing the requirements within the one-year allowable time period.

Requests to have a grade changed beyond the one-year allowable time period must be submitted in writing to the Graduate School Dean's Office. The petition must

include: a) the reason why the course could not be completed within the one-year time frame, b) a plan to complete the course that has been agreed upon by the student and faculty member. This plan must include the date by which the work will be complete and the date that the final grade will be submitted.

This appeal process does not require a faculty member to allow a student more than one year to complete a course and does not guarantee the acceptance of the grade by the dean beyond the expired time period.

Evaluating and grading students is the faculty member's responsibility. The faculty member can be relieved of that responsibility only in exceptional instances, such as prejudicial behavior. In such cases, a committee composed of full-time faculty will determine whether a faculty member's grades should be altered by anyone other than the faculty member concerned. This statement does not imply that a faculty body has the right to arbitrarily change a faculty member's grades; rather, it is to offer protection against incompetence or capricious behavior.

### **7.3.4 Graduate Academic Standing Policy**

Academic standing is noted by term and will only be retroactively altered for a specific term in the event of a University sanctioned grade change or reversal of an academic dismissal decision upon appeal; repeated courses will not change a student's academic standing for a given term.

- Good Standing: A student with an overall grade point average at or above 2.7.
- Academic Probation: A student with an overall grade point average below 2.7.
- Academic Dismissal: A student status assigned after all appeals are exhausted for a violation of the Graduate Academic Performance Policy.

A status of "Good standing" is needed to register for classes, but it does not indicate eligibility to graduate. A GPA of 2.7 in both the major/concentrations, as well as overall GPA, is required for graduation.

### **7.3.5 GRADUATE ACADEMIC PERFORMANCE REVIEW PROCESS**

The Graduate Academic Performance Committee, a body of faculty and administrators acting on behalf of the Dean of Business and the McCallum Graduate School, will review all student academic records for a violation of the Graduate Academic Performance Policy when:

- A graduate student earns overall GPA below 2.7
- A graduate student earns two or more grades below 2.7



## Sanctions

Students found in violation of the Graduate Academic Performance Policy noted above will have their academic record reviewed by the Graduate Academic Performance Committee. Actions taken by the Graduate Academic Performance Committee after an academic record has been reviewed include:

- **Academic Warning:** Results in a formal e-letter sent by the Graduate Academic Performance Committee Chair acknowledging the violation of the Graduate Academic Performance Policy; Student is notified that further reviews can result in additional sanctions up to and including Academic Dismissal; There is no opportunity for appeal.
- **Academic Intervention:** Results in a formal e-letter sent by the Graduate Academic Performance Committee Chair acknowledging the violation of the Graduate Academic Performance Policy; Student is notified that adjustments are necessary to continue making progress towards a degree and that further reviews can result in additional sanctions up to and including Academic Dismissal; Adjustments may include, but are not limited to, changes in current course load or a short term leave of absence. There is an opportunity for an appeal as noted below.
- **Academic Dismissal:** Results in a formal e-letter sent by the Graduate Academic Performance Committee Chair acknowledging the violation of the Graduate Academic Performance Policy; Student is notified of the decision and Board's reasoning behind the decision; There is an opportunity for appeal of the decision as noted below.

The Graduate Academic Performance Committee reviews students after fall, spring, and summer terms. Upon completion of the Graduate Academic Performance Review Process, the Chair of the Graduate Academic Performance Committee will send those students reviewed an official e-letter via their Bentley email account. The letter will explain the outcome of the review and any related sanctions.

The Graduate Academic Performance Committee reviews violations, makes decisions, and acts on behalf of the Dean of Business and the McCallum Graduate School. The Chair of the Graduate Academic Performance Committee communicates all decisions on behalf of the Dean of Business and the Graduate School of Business.

## Appeals

Any appeal must be made in writing to the Chair of the Graduate Academic Performance Committee within 7 calendar days of the official dated e-letter. On behalf of

the Dean of Business and the McCallum Graduate School, the Chair of the Graduate Academic Performance Committee will review written appeals and documentation and determine whether or uphold, alter, or reverse the decision of the Graduate Academic Performance Committee. The Chair of the Graduate Academic Performance Committee will notify the student in writing of the final outcome of the appeal once all materials have been reviewed.

In the interim, sanctions issued by the Graduate Academic Performance Committee, including dismissal, will not take effect until a final decision on an appeal is communicated to the student in an official e-letter by the Chair of the Graduate Academic Performance Committee.

## Written Appeal Criteria:

All written appeals must include the rationale for disputing the initial appeal decision.

Appeals should meet one of the criteria listed below:

1. New material information unavailable to the Committee at the time of the hearing becomes available. New material information must highlight unusual or unexpected circumstances, beyond a student's control or planning, and occurring during the term/s in question. In addition, students must supply physical documentation for stated information.
2. Evidence is provided that the stated process or protocol has not been followed.

## 7.3.5 GRADUATE TIME TO DEGREE REQUIREMENT AND LEAVE OF ABSENCE POLICY

Students must complete their degree program/s (including any concurrent degrees and certificates) within 5 years of the matriculation term. Beyond 5 years, a student would be required to apply for re-admission to the Graduate School with the understanding that previous course work and GMAT/GRE scores would no longer be counted towards the degree program/s; exams and courses must be retaken. A student can apply for a leave of absence for a period of up to 2 years. An approved leave of absence can allow a student up to 7 years maximum to complete a degree program/s.

The Office of Graduate Student and Academic Services will oversee the consistent application of approving/denying leave of absence requests across the Graduate School for extenuating life circumstances that prevent degree progress. These circumstances would require documentation. Examples of such circumstances include, but are not limited to, having a child, serious illness, or the

death of a close family member. In rare cases, leaves could be retroactive provided sufficient documentation and the requested extension did not exceed 7 total years since matriculation. To ensure compliance, students will be contacted via letter after lack of registration in a consecutive fall/spring term.

## **7.4 ADDITIONAL ACADEMIC POLICIES**

### **7.4.1 ATTENDANCE POLICY**

1. For full semester courses students, whether registered in the course or not, must start attending classes no later than the first meeting of the second week of classes. A student who has not attended by the first class meeting of the second week will need faculty and department chair approval to enter the class. Instructors retain the right to deny admission to a course to any student who wishes to enroll after the first week of classes.
2. After the second week, students may not register for a course, and may not start to attend classes, including those classes for which they are already registered. Instructors must report missing students as “no-shows” to the Registrar at the end of the second week of classes.
3. Exceptions to this policy can be made only in the following cases:
  - a. The student has been attending one section of a course but needs to switch to another section.
  - b. The student has been mistakenly placed in the wrong course and needs to be reassigned.
  - c. In such cases the exception will be made by the chair of the relevant department on a case by case basis.
4. For intensive courses, a student who has missed the pre-session meeting must, prior to the first class meeting, get the instructor’s permission to attend. Students who are not present at the start of the first class may not thereafter attend.

### **7.4.2 PROCEDURE FOR THE RESOLUTION OF A COURSE GRADE DISPUTE**

In very rare instances, undergraduate or graduate students may dispute a course grade. Such cases will be considered by a faculty-led review process described below. Every attempt should be made to preserve confidentiality for all involved in the process.

At any point during the process, the student may terminate the process and accept the original course grade. The Bentley University administration, including Deans, has no authority to change course grades.

1. All grading disputes shall begin with the student arranging a conference with the instructor. The student must initiate the dispute resolution process within 30 days of the posting of the final course grade.
2. If the dispute has not been resolved after the student-instructor conference, the student may choose to request a conference with the Department Chair of the instructor’s primary department, which is normally the department in which the course is offered. If the course in question has a Course Coordinator, such as for General Business courses, the Course Coordinator shall be included in this meeting, even if the Course Coordinator is from a different academic department.
3. If the instructor for the course with the disputed grade is the Department Chair, the student should contact the Chair of the Faculty Senate to request that a Hearing Committee be convened.
4. Prior to the conference with the Department Chair, a written detailed explanation of the complaint, along with supporting documents, will be submitted by the student to the Department Chair.
5. After the conference with the student, the Department Chair shall consult with the instructor.
  - a. If the Department Chair believes that the instructor graded correctly, the process ends and the course grade will not be changed.
  - b. If the Department Chair believes that the student may have been graded incorrectly, the Department Chair will suggest that the instructor consider reevaluating the course grade.
6. If the instructor still does not believe a course grade change is warranted, the Department Chair shall request that the Chair of the Faculty Senate convene a Hearing Committee of three tenured faculty members to resolve the case.
7. The Chair of the Faculty Senate is directed to choose by lot three tenured faculty members from all eligible faculty members. Members of the instructor’s primary academic department are ineligible. The Chair of the Faculty Senate will ask the three-member Hearing Committee to select a committee chair, who will inform the instructor’s Department Chair that the Hearing Committee has been formed, except in the case where the instructor is the Department Chair.
8. The Hearing Committee will examine all evidence from the instructor and from the student disputing the

course grade. Within one week of the Hearing Committee's final decision, written findings and the Hearing Committee's decision will be forwarded to the student, instructor, Department Chair, and Course Coordinator, if appropriate.

- a. If the Hearing Committee rejects the assertion by the student that the course grade is incorrect, the process ends and the course grade will not be changed.
  - b. If the Hearing Committee decides in favor of the student, and the instructor is unwilling to follow the Hearing Committee's recommendation, the Hearing Committee shall direct the Registrar to replace an F or other grade with an S grade. The course will count towards graduation, but will not be included in the student's grade point average.
9. Within 10 days of receiving the Hearing Committee's written decision, the student must respond in writing to the Hearing Committee Chair, accepting either the Hearing Committee's decision or the original grade. If the student does not respond, the original grade stands. Then the Hearing Committee Chair will inform the Registrar, Department Chair, instructor, course coordinator, and student of the outcome of the dispute process.

#### **7.4.3 GRADE RECORDS**

Careful and orderly records of each student's academic performance are to be kept by the faculty member for at least thirty days after grades are posted in case of appeal by a student.

#### **7.4.4 SUBMISSION OF COURSE GRADES**

Faculty are expected to submit their final course grades within 72 hours after the completion of the scheduled final examination except for the grades of seniors or graduate students expected to graduate. In this case, grades for these students are to be submitted within 48 hours after the examination. The date and procedures for submission is specified in an e-mail regarding grading each semester. As final grades have a direct impact on Commencement and Academic Performance, the appropriate Deans are apprised of faculty members who are delinquent in submitting grades.

#### **7.4.5 GUIDELINES ON STUDENT GRADERS**

Faculty members who use student graders in a class must inform the students in that class and the Department Chair of this procedure.

Student graders must be trained and supervised appropriately, and every effort should be made to minimize the amount of judgment required to complete their grading tasks.

Work graded by student graders may account for at most 10% of the course grade or a percentage negotiated with the Department Chair.

Students are prohibited from grading tests and quizzes.

Each student grader must sign a confidentiality form. The forms will remain with the person who hired them.

#### **7.4.6. FINAL EXAMS**

If a student has three final examinations schedule on the same day the student has the option to work with all three faculty members to fine one to reschedule. If no faculty agrees to an alternative agreeable to the student, then the middle exam must be rescheduled students must request rescheduling at least two weeks prior to the scheduled examination time.

#### **7.4.7. COURSE REMOVAL POLICY**

Each spring semester, the registrar will send to the department chairs (before the fall scheduling period, or with the fall scheduling materials) a list of courses that have not been offered in the five most recent semesters (e.g., in Spring 2016, the course list would include those that were not offered in Fall 2014, Spring 2015, Summer 2015, Fall 2015, or Spring 2016) and that are not planned to be offered in the Summer or Fall (2016). These courses are candidates for inactivation and removal from the catalog for the next academic year (in the example, 2016-17) which goes to print in July (2016). If the department plans to offer any of the inactivation candidates in the subsequent Spring semester (here, Spring 2017), the course should be maintained in the catalog and on the website for this reason.

Since these courses are being inactivated, rather than deleted from an existing program, their inactivation and omission from the consequent catalog does not require Curriculum Implementation Committee or senate approval. The courses can be reactivated by informing the registrar of a plan to offer the course in a particular future semester, at which time the course will be returned to the catalog and website. If a course has not been offered in five years, it cannot be reactivated until it has first been approved by the Curriculum Implementation Committee as a Category III change.

In addition, the academic departments will conduct a periodic review of their courses and, if necessary, submit a proposal to the Curriculum Implementation Committee seeking approval for the deletion of course(s) from the curriculum as required by Category II curriculum changes in the Faculty Manual.

## 7.5 TUTORIALS AND DIRECTED STUDIES

### 7.5.1 TUTORIALS

Tutorials enable students to complete a regular course when it is not offered in the university's schedule. All academic regulations apply to tutorials, and students register under the course's regular catalogue number.

To initiate a tutorial, students must have a special need for the proposed course, e.g., the course is needed to complete a degree at a particular time. Approvals are required from the appropriate faculty member, department chair and appropriate associate undergraduate dean.

### 7.5.2 DIRECTED STUDIES

1. A directed study is undertaken by a highly-qualified student under the guidance of a member of the sponsoring academic department. It allows a student to carry out an agreed upon, in-depth examination, investigation, or analysis of a specialized topic. Undergraduate students are eligible for a directed study if they have
  - a. a 3.0 cumulative average, or
  - b. a 3.3 cumulative average for the previous two semesters, or
  - c. a 3.3 cumulative average in at least 12 credit hours in the academic area in which the directed study is to be done.
2. The student approaches an appropriate faculty member with a directed study proposal. The student and faculty member complete the application and the proposal, which should include readings, assignments, and how a grade will be determined. The application and proposal is sent to the Chair of the sponsoring department for approval. A current DAS or transcript must also be included for undergraduates. The Department Chair approves and forwards it to the appropriate associate dean.
3. If the associate dean approves, the original application should be sent to the Registrar's Office, thus allowing the student to register for XX401 (undergraduate course designation) or XX700 (graduate course designation for most disciplines), the standard course number in all academic departments.
4. All paperwork should be received in the Registrar's Office by the last day of the add-drop period of each semester.
5. The restrictions for undergraduate students are
  - a. All directed studies must carry three credits.

- b. A student may not take more than two directed study courses in any department.
- c. A student may not take more than two directed study courses in any semester.
- d. Directed study courses may only be used for credit as elective courses, or with department permission as credit for major courses.

6. Faculty members are limited to two paid Directed Studies per year.

## 7.6 POLICY CONCERNING PARTICIPATION IN COMMENCEMENT

While degrees are conferred by the Board of Trustees three times per year (October, February/March, and May), a commencement ceremony is held once each year. Commencement, typically held on the third Saturday in May for undergraduate and graduate students, is attended by October and February/March graduates, May degree candidates and those October candidates who qualify under the Commencement participation policies described below.

### 7.6.1 UNDERGRADUATE UNIVERSITY COMMENCEMENT PARTICIPATION POLICY

Students completing degree requirements at the conclusion of the Spring term will be considered May graduates

Student completing degree requirements at the conclusion of the Summer term will be considered October/November graduates. Students completing degree requirements at the conclusion of the summer intensive week in May will not be considered May graduates. Students completing degree requirements at the conclusion of the Fall term will be considered February/March graduates.

Conferrals are conditional upon a final audit of the student's degree requirements (DAS). Students are required to have a minimum overall cumulative grade point average of 2.0, a minimum cumulative grade point average of 2.0 in his or her major, and, a minimum cumulative quality point average of 2.0 in his or her minor when one is elected or required. Grade point averages are not rounded.

All students must otherwise be in good standing at Bentley. Each student must meet all financial requirements to Bentley and have completed loan exit interviews when required.

#### Walker Policy:

Bachelor's degree students may participate in the May commencement exercises as "walkers" if they are within 7 (2 courses) credits of completing their graduation requirements, as long as all other criteria are met (i.e.,



overall, major and minor (if applicable) GPA are 2.0 or higher and all financial obligations have been met). The actual degree will be conferred and graduation honors determined when all course work has been completed and on one of the three published conferral dates.

Associate degree recipients must complete all degree requirements to participate in commencement exercises.

Concentration certificate students do not participate in the formal commencement, but certificates are conferred three times per year.

### 7.6.2 MCCALLUM GRADUATE SCHOOL OF BUSINESS COMMENCEMENT PARTICIPATION POLICY

Along with those students who have completed degree requirements within an academic year, other graduate students may be allowed to participate in the spring commencement ceremony, provided the following conditions are met:

- a student's account must be paid in full;
- after the spring semester, no more than six credits must remain for degree completion;
- a minimum 2.7 GPA is required for both the cumulative average of courses that qualify for a degree/certificate and major/concentration average;
- an agreement must be signed stating that the student will complete his or her final course requirements during the summer term following commencement;
- the student must register for his or her final course(s) prior to the graduation ceremony; and
- the student must submit, no later than March 31, a petition to participate in commencement prior to completion of studies.

#### Special Notes

1. Any student who has indicated an intention to graduate in May but fails or receives an incomplete grade for up to six credits of spring courses, and who meets the eligibility requirements outlined above, will be permitted to participate in the ceremony.
2. This policy in no way obliges the Graduate School to offer any specific summer course.
3. A student allowed to participate in commencement prior to the completion of final courses will have his or her name listed in the commencement program with the May completion candidates. A special annotation, "Anticipated completion of

degree in October of XXXX," will appear and no graduation honors will be listed.

4. Diploma orders will be requested during the semester in which the degree will actually be completed.
5. A student who participates in commencement prior to the completion of studies will also have his or her name listed in the subsequent year's commencement program. If graduation honors are earned, they will be noted in this listing.
6. Diplomas will be awarded only after all degree requirements have been completed.

### 7.7 INTERNSHIP PROGRAMS

#### 7.7.1 UNDERGRADUATE INTERNSHIP PROGRAM

The purpose of the internship program at Bentley University is to give qualified students the opportunity to learn while engaged in a meaningful work experience. Internships (a) provide an orientation to a student's chosen field of interest; (b) enhance employment opportunities after graduation; (c) afford students the opportunity to apply academic training to practical problems in business and government organizations; (d) give students a chance to work closely with successful managers and benefit by observing management styles and techniques; and (e) ease the transition from student life and dependent relationships into the world of vocations and adult responsibility.

The emphasis in the Bentley credit-bearing internship is on work that leads to learning; as a result, the educational component must stand at the center of all internships and must pass the test of rigorous departmental monitoring and evaluation.

1. Structure of Internships. All internships should be substantial enough to justify the awarding of academic credit. Both three (3) credit and one (1) credit internships are offered. All internships, whether full- or part-time, whether scheduled in the fall, spring, or summer, should run for a minimum of 12 weeks. Academic requirements vary by department, but generally include a journal, meetings with the Faculty Internship Coordinator, and a final report.

2. Role of Faculty Coordinator. Each internship program retains a single faculty coordinator who is responsible for the following: (1) the evaluation of student applications for individual internships; (2) the maintenance of whatever contact is necessary with students and employers during the period prior to the onset of the internship; (3) the actual monitoring of students during their internship experiences; and (4) the evaluation of



student interns and the awarding of the final grade.

3. Payment of Supervisors Internship supervisors are paid on a per-student basis if nine or fewer students are supervised. During the academic year, internships may be included in load if more than nine students are supervised or can be considered a course overload, paid at the overload rate. During the summer, internships consisting of more than 9 students are paid at the summer rate.

4. Role of the Office of Career Services. This office should be the principal employer-contact source for students.

5. Student Eligibility for Credit Bearing Internships

- Junior-level or Senior-level standing (except for CD 102)
- Minimum GPA of 3.0 (Finance 2.7)  
Departmental approval prior to the student accepting the internship.

### **7.7.2 GRADUATE CREDIT BEARING INTERNSHIP PROGRAM**

Each graduate program has its own specified criteria that students must meet in order to enroll in a credit-bearing internship. All require a minimum GPA of 3.0, except for the MSF which requires a 3.25 GPA. Program qualifications are maintained by the Office of Graduate Academic Student Services.

Policies related to the structure of graduate internships, the role of the faculty coordinator, and payment for supervisions for graduate credit bearing internships are the same as those outlined above for undergraduate internships.

## **7.8 NEPOTISM AND CONSENSUAL REALTIONSHPIS**

### **7.8.1 POLICY FOR COURSE ENROLLMENT**

To maintain professionalism and an atmosphere of trust and fairness, students may not enroll in a course taught by a family member or household member when other options—for example, a different section of the same course taught by a colleague—are available. However, when a course is taught solely by a family or household member, the student may petition the department chair or program coordinator for admission to the course. In turn, the petition must be approved by the appropriate academic Dean. If the instructor is a department chair, the student must petition the appropriate academic Dean. Where appropriate, the chair or program coordinator will assign the evaluation of the student's work to another faculty member.

For the purposes of this policy, the Bentley HR definition of "family" or "household member" is utilized. See <http://www.bentley.edu/offices/human-resources/nepotism-and-consensual-relationship-policy>

## SECTION 8.0 OTHER POLICIES AND PROCEDURES

Policies and procedures of interest and relevant to faculty can be found on the Bentley Website at the following hotlinks.

### [8.1 Human Resource Policies](#)

### [8.2 Code of Ethics](#)

### [8.3 Ethics Complaint Procedures](#)

### [8.4 Computing and Network Policy](#)

### [8.5 Undergraduate Student Handbook](#)

### [8.6 Graduate Student Handbook](#)

### [8.6 Grade Reporting and Accessing SETS](#)

## 8.7 PHASED RETIREMENT PROGRAM FOR TENURED FACULTY

This program was approved and implemented in 2004.

### **Basic Principle**

The program is similar to a terminal sabbatical. That is, from the department's point of view, it has the same impact as a sabbatical. The position is "encumbered" until the faculty member comes off sabbatical (in this case, retires), which means the department will need to make up for the teaching load lost while the faculty member is phasing out, just as it would if the faculty member was on a sabbatical.

### **Phase-out Period**

The phase-out period can extend over one, two, or three years.

**One Year:** the faculty member engages in activity equivalent to teaching one course per semester, in one of the three faculty manual categories (teaching, scholarship, service); examples include mentoring, serving on a committee, assessing a program, conducting research, organizing a workshop, teaching a course, etc.

**Two Years:** the faculty member works half-time, and is paid full-time, for two years.

**Three Years:** the faculty member works one-third time, and is paid two-thirds time, for three years; or, two-thirds time for full pay for three years.

### **Operating Guidelines**

- The pay for the program is equivalent to one full year of salary, plus annual merit increases, assuming Bentley grants merit increases in any given year.
- A faculty member must be at least 60 years of age and have at least ten years of full-time, tenure-track and/or tenured service at Bentley.
- Ordinarily, the last full year sabbatical must have been at least six years prior to the first year of phase-out; the last one semester sabbatical must have been at least three years prior to the first year of phase-out. Faculty members who have 20 or more years of full time, tenure-track and tenured service are eligible four years following their last full year sabbatical. Faculty members who have 20 or more years of full time, tenure-track and tenured service are eligible two years following their last one semester sabbatical.
- Faculty must apply to their dean by February 1st each year for a start date of September of the same year.
- The faculty member and dean negotiate the specific terms of the agreement, consistent with these guidelines; each agreement must be reviewed by Bentley's General Counsel, and approved by the Provost.
- At the discretion of the Dean, faculty members may teach at Bentley after they retire. The teaching assignment will be negotiated at the time retirement is discussed.
- While teaching, faculty members may continue to use their pre-retirement title.
- During retirement, pay for teaching each course will be \$5000, or 33% above the Bentley average pay for adjunct professors.
- If more faculty members apply for retirement phase-out than their department can accommodate in a given year, priority will be given on the basis of the following criteria:
  - Length of service, including both tenure track and tenured service.
  - Length of time since the last sabbatical.
  - If length of service and length of tenured service since the last sabbatical are equal, priority will be assigned by chance

## 8.7.1 PHASED RETIREMENT PROGRAM FOR SENIOR LECTURER

This program was approved and implemented in 2016.

### **Operating Guidelines**

- Senior lecturers who are at least 60 years of age and who have at least ten years of service at Bentley may request a phased retirement over one or two years.

- These requests will be made in February and the phased retirement will begin the following fall.
- Those on a one year phase out will receive full salary for activities equal to a half-time load made up of teaching, scholarship and/or service as determined in consultation with the appropriate dean.
- The two year phase out requires activities equal to one course per semester for half-time salary.
- The specifics of each individual phase out will be memorialized in an agreement prepared by the general counsel.