

THE CITADEL
The Military College of South Carolina
171 Moultrie Street
Charleston, S.C. 29409

GENERAL ORDER
NO. 4

31 March 2003

POLICIES AND PROCEDURES ON PROBATIONARY REAPPOINTMENT,
ACADEMIC TENURE, ACADEMIC PROMOTION,
AND TERMINATION OF TENURED FACULTY

1. ACADEMIC TENURE:

A. Preamble: Academic tenure is a means of assuring freedom in teaching and research and in extramural activities as further defined within the statement of the American Association of University Professors. (1940 Statement of Principles on Academic Freedom and Tenure, with 1970 Interpretive Comments, are cited in The Citadel Faculty Manual.) The granting of academic tenure is a mutual commitment of vital importance in the relationship between The Citadel and its faculty. When it grants tenure, The Citadel is acting collegially as a community of scholars binding itself to retain the faculty member in mutually beneficial professional employment until he or she resigns or retires (except under the conditions provided for in Section 4). By the same token, when the faculty member accepts tenure, he or she, as a proven teacher and scholar, incurs the obligation to support the mission of the College and to sustain the high standards of professional demeanor, integrity, and degree of professional development which brought about this recognition and commitment. The granting of tenure is based on the faculty member's demonstrated professional competence and upon the expectation by his or her colleagues that continued employment will serve the best interests of both The Citadel and the community at large.

B. Types of Faculty Appointments: The Citadel carries out its mission as charged by the State of South Carolina principally through its academic faculty. Its needs determine the number and the professional qualifications of the faculty. The academic ranks assigned to tenured or tenure-track faculty are assistant professor, associate professor, and professor. Faculty appointments are:

- 1) a **part-time appointment**, which may be made for a specific purpose and for a specified term not to exceed one academic year; it is renewable by the institution;
- 2) a **temporary appointment**, which is a full-time appointment made for a limited term specifically stated in the appointment letter; it is renewable by the institution;

3) a **probationary appointment**, which is given to a candidate for tenured appointment; it shall be for one academic year and, except under extremely extenuating circumstances as described in paragraph F below, is renewable by the institution for a maximum of six (6) years;

4) a **tenured appointment**, which is a continuing appointment that can be terminated only under the conditions specified in Section 4; under circumstances described in Section 3.C., tenure upon appointment may be awarded at the senior academic ranks;

5) a **terminal appointment**, which is given when the employment of a faculty member is to be terminated; it is for a specified term not to exceed twelve months.

C. General Eligibility for Tenure: Tenure may be granted to qualified academic faculty in probationary appointment, after a prescribed probationary period. The procedure for tenure review is presented in Section 3.B. Evidence of the required professional qualifications shall include the earned terminal degree or its equivalent (as determined at the time of employment) and shall be based on the candidate's prior professional record as well as on his or her performance at The Citadel. In addition, the academic needs of The Citadel will be considered.

D. Probationary Period: The probationary period shall consist of a series of one-year probationary appointments: for assistant professors, six (6) years; for associate professors, five (5) years; for professors, four (4) years. The probationary period shall end in either a tenured or a terminal appointment.

For members of the faculty who are hired effective with a fall semester, notice of non-renewal at the end of the first year of service must be given not later than 1 March; at the end of the second year, not later than 15 December; at the end of the third or subsequent years, not later than twelve months prior to termination.

For members of the faculty who are hired effective with a spring semester, notice that employment will not be extended through the next academic year must be given not later than 15 May. Thereafter, the periods of notification for probationary reappointments shall be as described above. The lengths of the periods of probation for tenure decisions will not be affected for faculty members who are hired effective with a spring semester. That is, the periods of probation for these faculty members will begin officially in the August following their initial employment.

It should be noted that for purposes of notification each probationary period extends from 15 August to 14 August. This means that an individual who is notified by 15 December of reappointment for a third year must be notified prior to the following 15 August if a fourth year is not to be recommended. Because many members of the faculty are not available during the summer months, a decision on

reappointment after the second year should be made during the spring semester of the current appointment.

E. Reduction of Probationary Term for Prior Academic Employment Credit toward the probationary period shall be allowed, subject to the following restrictions:

1) A maximum of two year's credit may be allowed for years of full-time teaching in a tenure-track position at the rank of assistant professor or above (or a comparable position as a professional librarian) at an accredited institution of higher education prior to a tenure-track appointment at The Citadel, or for other professional experience deemed to be equivalent by The Citadel. Notification of such credit is to be made in the letter of appointment. However, adjustments may be made during the probationary period, if appropriate. In all cases, probationary credit must be approved by the Provost/Dean of the College.

2) If a member of the staff or a ROTC department is given a probationary appointment in a school/department, no credit shall be allowed for time on the staff or in the ROTC position.

3) If a full-time temporary faculty member at The Citadel is subsequently appointed to a tenure-track position, a maximum of one year's credit toward the probationary period may be awarded for two or more years as a full-time temporary faculty member at The Citadel. Notification of such credit is to be made in the letter of appointment as a permanent faculty member and must be approved by the Provost/Dean of the College.

F. Extension of Probationary Term: Leaves of absence granted to faculty in probationary appointments may require an extension of the probationary term. (Leaves of absence during probation normally should not be for more than an academic year nor occur more often than once every three years.) Extensions of the probationary term may be granted in cases of compelling personal circumstances, such as illness, childbirth, or childcare. Any extension of the probationary period must be explicitly stated in the letter of approval of the leave which has necessitated the extension.

G. School/Departmental Standards: Each school/department is required at least once every five years to review, present in writing to the College, and have approved by the Academic Board its professional standards for each academic rank. By its review and endorsement of these standards, the College expresses its support for these standards and its expectation that the school/department will uphold these standards as it considers candidates for probationary reappointments, tenure, and promotion. The procedures for review of probationers and candidates for tenure and promotion and the standards and criteria by which each will be judged are presented in writing to each member of the school/department by the

department head or academic dean, as appropriate. The department head or academic dean, as appropriate, is responsible for ensuring the continuing review of these procedures and for ensuring that school/departmental standards and criteria for probationary reappointment, tenure, and promotion are in concert with the college-wide professional standards for the faculty and with the mission and policies of the College. Furthermore, it is incumbent upon the department head or representative of tenured faculty, as appropriate, in his or her presentation of a candidate for tenure or promotion to the Faculty Tenure and Promotion Committee to effectively communicate the relationship between school/departmental and college-wide standards and criteria so that the FTPC can make a recommendation from a college-wide perspective based on the school/departmental standards.

H. College-wide Standards for Tenure: The following statements are intended to convey in rather general terms expectations for faculty development and requirements for tenure at the various academic ranks.

College-wide standards for tenure require external review of the candidate's scholarship and documentation of professional service for tenure. At the college-wide level, this requirement for external review is met through evidence of scholarly presentations before professional groups and scholarly publications, where peer review is a condition of acceptance. A school/department, by a majority vote of its faculty members, may wish to include review of scholarship and/or leadership by professional colleagues external to the College as a part of the tenure process at the school/departmental level. In this case, the occasion(s) for use of external review and the process must be clearly defined in writing in the school's/department's professional standards document at least one academic year before the standards are applied. If tenure standards change after a faculty member is hired, the faculty and administrators involved in the decision making process are expected to take this situation into consideration when evaluating the candidate for tenure. Any costs associated with such an external review of scholarship and/or leadership will be supported by the College.

For tenure at all levels, the materials provided for review at each level must include the department head's or academic dean's, as appropriate, annual evaluations of the candidate during the entire period of probation. These annual evaluations must include computer summaries of the Student Evaluation of Instruction data for each course taught by the candidate, as well as the school/department and college-wide summaries of Student Evaluation of Instruction data for the same periods. The department head's or academic dean's, as appropriate, evaluation must also include a summary of student evaluations and a listing of the classes visited by school/department colleagues and the comments made by these colleagues regarding each visit.

The candidate's response to the department head's or academic dean's, as appropriate, evaluation will always be part of each annual evaluation.

The documents through which the appropriate academic dean makes the decisions regarding probationary reappointment and the documentation of any subsequent appeals are also part of the annual evaluation of the candidate during the probationary period and will be part of the materials to be reviewed at each level of the review process.

It is the responsibility of the appropriate academic dean, with the participation of the candidate, to ensure that all appropriate and/or required information is included in the information regarding the candidate before that material is submitted to the Faculty Tenure and Promotion Committee.

1) Standards for Tenure as Assistant Professor: It should be noted that tenure at the rank of assistant professor without concurrent promotion to associate professor will be considered only under rare and clearly extenuating circumstances. The decision to award tenure at the rank of assistant professor will be based on:

a) evidence of effective teaching as documented through a variety of sources which shall include, but not be limited to, a teaching portfolio; data from The Citadel Student Evaluation of Instruction of each course taught (see 1.H.); results of peer review through classroom visitation of courses taught (see 1.H.); review of instructional materials by the candidate's peers and department head, as appropriate; and academic standards, procedures for evaluation, and grading which are appropriate and clearly defined;

b) documented progress in the area of scholarship and professional activity and a clearly defined plan for completion of projects underway and/or continued growth and development;

c) professional service to the school/department, College, students, and profession/community. Service to the school/department and College is defined as involvement in activities in which one is willing to share the responsibility of working toward common goals. This may be evidenced by attendance at and participation in school/departmental and college-wide committee meetings, active participation by accepting and completing tasks, and sharing ideas and insights with colleagues. Service to students may be demonstrated in a variety of ways in which the faculty member is involved professionally with students outside the classroom, such as academic advising, coordinating a program, or serving as an advisor to a club or cadet company. Service to the profession may be demonstrated by participating actively in professional organizations. Service to the community may be evidenced for example, by providing educational workshops, professional services, and

consultation, or serving as a board member within a professional capacity.

2) Standards for Tenure as Associate Professor: The decision to award tenure at the associate professor level will be based on:

a) evidence of effective teaching as documented through a variety of sources which shall include, but not be limited to, a teaching portfolio; data from The Citadel Student Evaluation of Instruction of each course taught (see 1.H.); results of peer review through classroom visitation of courses taught (see 1.H.); review of instructional materials by the candidate's peers and department head, as appropriate; and academic standards, procedures for evaluation, and grading which are appropriate and clearly defined;

b) clear and documented evidence of continued mastery of the discipline through scholarly activity such as research; creative literary works; textbooks; grants for advanced study or research; peer-reviewed publications/presentations; participation in professional societies within the discipline; participation in conferences, seminars, and workshops; and other means of keeping abreast of developments in one's discipline;

c) professional service to the school/department, College, students, and profession/community. Service to the school/department and College is defined as involvement in activities in which one is willing to share the responsibility of working toward common goals. This may be evidenced by attendance at and participation in school/departmental and college-wide committee meetings, active participation by accepting and completing tasks, and sharing ideas and insights with colleagues. Service to students may be demonstrated in a variety of ways in which the faculty member is involved professionally with students outside the classroom, such as academic advising, coordinating a program, or serving as an advisor to a club or cadet company. Service to the profession may be demonstrated by participating actively in professional organizations. Service to the community may be evidenced for example, by providing educational workshops, professional services, and consultation, or serving as a board member within a professional capacity.

3) Standards for Tenure as Professor: The decision to award tenure at the professor level will be based on:

a) a demonstrated history of effective teaching as documented through a variety of sources which shall include, but not be limited

to, a teaching portfolio; information from The Citadel Student Evaluation of Instruction of each course taught (see 1.H.); results of peer review through classroom visitation of courses taught (see 1.H.); review of instructional materials by the candidate's peers and department head, as appropriate; and academic standards, procedures for evaluation, and grading which are appropriate and clearly defined;

b) clear and documented evidence of scholarly activity that is judged to be of importance to the discipline and that is peer reviewed (see 1.H.) and widely available. Such scholarly activity may take the form of research; peer-reviewed publications/presentations; creative literary works; textbooks; grants for advanced study; leadership in professional organizations; leadership at conferences, seminars, and workshops; and evidence of mentorship to colleagues;

c) professional service to the school/department, College, students and profession/community. Service to the school/department and College is defined as involvement in activities in which one is willing to assume positions of leadership in working toward common goals. This may be evidenced by attendance at and participation in school/departmental and college-wide committee meetings, taking the lead in accepting and completing tasks, and sharing ideas and insights with colleagues. Service to students may be demonstrated in a variety of ways in which the faculty member is involved professionally with students outside the classroom, such as academic advising, coordinating a program, or serving as an advisor to a club or cadet company. Service to the profession may be demonstrated by assuming positions of leadership (e.g., serving as officer or committee chair) in professional organizations. Service to the community may be evidenced for example, by providing educational workshops, professional services, and consultation, or serving as a board member within a professional capacity.

2. ACADEMIC PROMOTION:

A. Preamble: Academic promotions provide tangible recognition of the individual's success as a teacher/scholar and the extent to which the individual has contributed to meeting the goals and objectives of the school/department and the College.

B. Eligibility for Promotion: The minimum time in rank as an assistant or associate professor before promotion is six years at The Citadel. Any reduction in the time in rank for promotion will normally coincide with the reduction of the probationary period for tenure and will be stated in the letter of initial appointment. Promotion should not be considered to be automatic; it is based on professional

development as described below and in the school/departmental guidelines. A candidate who has been denied promotion will not be eligible to apply for promotion again for at least one full academic year.

Promotion to the rank of associate professor is normally awarded simultaneously with tenure at the assistant professor level.

The following statements are intended to convey in rather general terms expectations for faculty development and requirements for promotion. As one advances through the various academic ranks, the teacher/scholar is expected to assume increasingly responsible roles in the areas of teaching, scholarship, and service. Of the three areas, teaching shall be accorded the greatest importance.

C. College-wide Standards for Promotion: College-wide standards for promotion require external review of the candidate's scholarship and documentation of professional service for promotion to associate professor and full professor. At the college-wide level, this requirement for external review is met through evidence of scholarly presentations before professional groups and scholarly publications where peer review is a condition of acceptance. A school/department, by a majority vote of its faculty members, may wish to include a review of scholarship and/or leadership by professional colleagues external to the College as a part of the promotion process at the school/departmental level. In this case, the occasion(s) for use of external review and the process must be clearly defined in writing in the professional standards document of the school/department at least one academic year before the standards are applied. If promotion standards change after a faculty member is hired, the faculty and administrators involved in the decision making process are expected to take this situation into consideration when evaluating the candidate for promotion. Any costs associated with such an external review of scholarship and/or leadership will be supported by the College.

For promotion at all levels, the materials provided for review at each level must include the department head's or academic dean's, as appropriate, annual evaluations of the candidate during the period since the last promotion. Annual evaluations must include computer summaries of the Student Evaluation of Instruction data for each course taught by the candidate, as well as the school/department and college-wide summaries of Student Evaluation of Instruction data for the same periods. The department head's or academic dean's, as appropriate, evaluation must also include a summary of student evaluations and a listing of the classes visited by colleagues and the comments made by these colleagues regarding each visit.

The candidate's response to the department head's or academic dean's, as appropriate, evaluation will always be part of each annual evaluation.

It is the responsibility of the appropriate academic dean, with the participation of the candidate, to ensure that all appropriate and/or required

information is included in the information regarding the candidate before that material is submitted to the Faculty Tenure and Promotion Committee.

1) Standards for Promotion to Associate Professor: The decision to promote to the rank of associate professor will be based on:

a) evidence of effective teaching as documented through a variety of sources which shall include, but not be limited to, a teaching portfolio; data from The Citadel Student Evaluation of Instruction of each course taught in the past three academic years (see 1.H.); peer review through classroom visitation of courses taught (see 1.H.); review of instructional materials by the candidate's peers and department head, as appropriate; and academic standards, procedures for evaluation, and grading which are appropriate and clearly defined;

b) clear and documented evidence of continued mastery of the discipline through scholarly activity such as research; creative literary works; textbooks; grants for advanced study or research; peer-reviewed publications/presentations; participation in professional societies within the discipline; participation in conferences, seminars, and workshops; and other means of keeping abreast of developments in one's discipline;

c) professional service to the school/department, College, students, and profession/community. Service to the school/department and College is defined as involvement in activities in which one is willing to share the responsibility of working toward common goals. This may be evidenced by attendance at and participation in school/departmental and college-wide committee meetings, active participation by accepting and completing tasks, and sharing ideas and insights with colleagues. Service to students may be demonstrated in a variety of ways in which the faculty member is involved professionally with students outside the classroom, such as academic advising, coordinating a program, or serving as an advisor to a club or cadet company. Service to the profession may be demonstrated by participating actively in professional organizations. Service to the community may be evidenced for example, by providing educational workshops, professional services, and consultation, or serving as a board member within a professional capacity.

2) Standards for Promotion to Professor: The decision to promote to the rank of professor will be based on:

a) a demonstrated history of effective teaching as documented through a variety of sources which shall include, but not be limited to, a teaching portfolio; data from The Citadel Student Evaluation of Instruction of each course taught in the past three academic years (see 1.H.); peer review through classroom visitation of courses taught (see 1.H.); review of instructional materials by the candidate's peers and department head, as appropriate; and academic standards, procedures for evaluation, and grading which are appropriate and clearly defined;

b) clear and documented evidence of scholarly activity judged to be of importance to the discipline and that is peer reviewed (see 1.H.) and widely available. Such scholarly activity may take the form of research; peer-reviewed publications/presentations; creative literary works; textbooks; grants for advanced study; leadership in professional organizations; leadership at conferences, seminars, and workshops; or mentorship to colleagues;

c) professional service to the school/department, College, students, and profession/community. Service to the school/department and College is defined as involvement in activities in which one is willing to assume positions of leadership in working toward common goals. This may be evidenced by attendance at and participation in school/departmental and college-wide committee meetings, taking the lead in accepting and completing tasks and sharing ideas and insights with colleagues. Service to students may be demonstrated in a variety of ways in which the faculty member is involved professionally with students outside the classroom, such as academic advising, coordinating a program, or serving as an advisor to a club or cadet company. Service to the profession may be demonstrated by assuming positions of leadership (e.g., serving as officer or committee chair) in professional organizations. Service to the community may be evidenced for example, by providing educational workshops, professional services, and consultation, or serving as a board member within a professional capacity.

3. EVALUATION PROCEDURES: PROBATIONARY REAPPOINTMENT, TENURE, AND ACADEMIC PROMOTION:

The procedures for reaching decisions on probationary reappointment, tenure, and promotion are described separately below and include a description of the roles and responsibilities of the parties who play central roles: the candidate, the department head, academic dean, school/department representative, the Faculty Tenure and Promotion Committee (hereafter referred to as the FTPC), the Appeals Committee, and the Provost/Dean of the College.

When a school is headed by an academic dean and has no department heads or when for any reason the department head or acting head is not available, the probationary reappoint, tenure, and promotion processes are modified as follows:

The academic dean does not participate in the process of evaluation for probationary reappointment, tenure, or promotion at the school level. At the school level, the tenured members of the school, for issues of probationary reappointment or tenure, and the promotion committee, for issues of academic promotion, select a representative who carries out for the school the duties designated for the department head.

A. Evaluation for Probationary Reappointment:

1) Individuals who are hired in tenure-track positions are considered to be on probation until notification of non-renewal has been received, a terminal appointment has been given, or tenure has been awarded. The probationary period is a series of fixed-term contracts, and reappointment is not automatic or guaranteed. During each probationary period, the tenured faculty of the school/department reviews the performance of the probationer and makes a recommendation on probationary reappointment. These probationary periods give the probationer the opportunity to learn about the school/department and the College and to decide if this is the environment in which he or she wishes to work. These periods also provide the probationer opportunities to demonstrate to the tenured faculty that he or she will be a valued and valuable colleague. Finally, these probationary periods provide the tenured faculty opportunities to work with the probationer and to decide if there is clear evidence of effective teaching, scholarly activity, and a willingness to serve the College and the profession. In addition, academic needs of the institution are taken into account when making a probationary reappointment.

2) The review process should address as much of the probationer's work for the year as possible. This process is a very serious matter and should require the close attention of the probationer during as much of each academic year as practical, not merely upon the approach of deadlines. Policies regarding the length of the probationary period and any reduction or extension of that period are presented in Sections 1.D, 1.E, and 1.F.

3) Evaluation for probationary reappointment is initiated by the dean/department head who will request that the probationer prepare a dossier guided by the Personal Data Sheet (a form for annual evaluations requesting evidence in support of professional contributions in the three areas of responsibility: Teaching Effectiveness, Scholarly and Professional Activity, and Service). This dossier shall contain a vita, annual reviews by the department head or academic dean, as appropriate (see 1.H.); a teaching portfolio; information from The Citadel Student Evaluations of Instruction of each course taught (see 1.H.); results of peer review through classroom

visitation of courses taught (see 1.H.); and, guided by the Personal Data Sheet, a reflective narrative summary that introduces the dossier and places the items in a contextual framework. A probationer may use this narrative to describe teaching philosophy, professional vision and accomplishments, and the interrelationships and relative priorities among goals for teaching, scholarship, and service. It is expected that the dossier, as it grows with each succeeding year, will reflect the probationer's professional growth.

For a probationary reappointment, information presented through the dossier should normally address activities since the last evaluation. For probationers hired at the assistant professor level, the review at the end of the third probationary period should cover the entire employment period. It is imperative, therefore, that prior to developing his or her dossier, the faculty member discuss this stage of the evaluation process with the department head or academic dean, as appropriate (department heads will have this discussion with the appropriate academic dean; academic deans will have this discussion with the Provost/Dean of the College). This discussion should provide guidance regarding areas to be emphasized, concerns to be addressed, and documentation to be provided.

A candidate must include in the dossier all evidence pertinent to his or her evaluation. If, for example, publications or presentations are referenced, these references should be complete and a copy of each should be included. The importance of the written narrative and support materials by the faculty member cannot be over-emphasized. How a candidate assesses his or her professional growth and development during the probationary period provides the faculty and administrators involved in the process with valuable insights into the candidate's capacity to organize and present information and his or her understanding of the profession of teacher-scholar.

4) The department head initiates the consideration of probationers for renewal of probationary reappointments and serves as representative of the tenured faculty. In case the department head is to be considered for renewal of probationary appointment and for schools, the appropriate academic dean initiates this process through the senior tenured member of the school/department in question. This senior faculty member calls a meeting of all tenured members, and a representative of the tenured faculty is selected who carries out the responsibilities normally designated to the department head.

5) The recommendation for probationary reappointment is a responsibility assumed by all tenured members of a school/department. For the review after the third probationary period of probationers hired at the assistant professor level, the tenured faculty of the school/department, with input from the probationer, will arrange for a senior Citadel faculty member

from another school/department to serve as a voting participant in the school's/department's probationary review process. This faculty member may not currently be serving on the Faculty Tenure and Promotion Committee. This member shall be a full participant in the evaluation process and provide a college-wide perspective.

The department head or academic dean, as appropriate, makes available all performance-related materials including items presented by the probationer. It is the responsibility of each tenured faculty member to make himself or herself familiar with these materials prior to the school/department meeting with the probationer.

6) The annual assessment of the progress of the probationer must include an open discussion between the probationer and the tenured faculty and a vote by confidential, anonymous typed ballot. Full participation in the evaluation of probationary faculty and the reaching of recommendations regarding their reappointment are considered to be professional obligations for all tenured faculty. Each tenured member's confidential, anonymous ballot must contain an analysis of the candidate's strengths and weaknesses and a rationale for the vote.

In those cases when the department head does not concur with the recommendation of the tenured faculty, a representative selected by the tenured faculty will present the assessment and recommendation of the tenured faculty. The evaluation and recommendation of the department head will be attached to this report.

The department head (or the representative selected from and by the tenured members of the department if the probationer is the department head or if the tenured faculty and the department head do not agree) or the representative of the tenured faculty for schools will provide the probationer and the tenured faculty with a copy of the school's/department's recommendation, which must include a professional assessment of the candidate's qualifications for probationary reappointment. This recommendation must include a written summary of procedures followed and present the school's/department's complete analysis of the probationer's status in each of the areas of responsibility--Teaching, Scholarly and Professional Activity, and Service. Strengths should be noted and explained. Weaknesses and concerns should be identified and specific remedies suggested. These recommendations are to chronicle the faculty member's progress toward earning tenure with each subsequent recommendation addressing how the faculty member has responded to suggestions from the school's/department's previous recommendations.

The review and recommendation at the end of the faculty member's third year is especially critical and should be conducted with all the

seriousness and attention to detail of a review for tenure. At this stage, the school/department and the faculty member should know each other very well. This review should address the entire period of employment, and if the concerns and suggestions presented in prior recommendations have not been addressed, a terminal appointment should be recommended. A candidate who is not clearly on track to receive tenure should not be recommended for a fourth year of probation.

7) If the recommendation is for non-renewal of appointment, the probationer is given the opportunity to present in writing to the department head or representative of the tenured faculty justification for a second review of his or her case. If a negative recommendation is sustained by the tenured faculty or department head, the justification for and results of a second review become attachments to the original recommendation. Otherwise, a new recommendation will be prepared as described above and without reference to the need for a second review.

Recommendations and all supporting documentation including the actual confidential, anonymous ballots are forwarded to the appropriate academic dean.

8) The appropriate academic dean makes the final decision regarding probationary reappointment and informs the probationer and the school/department.

9) The probationer has the right to appeal following a decision of non-renewal. Grounds for such an appeal and procedures to be followed are presented in Section 3.E.

10) For each probationer, the appropriate academic dean will maintain a file of the school's/department's annual analyses and recommendations, ballots, and final actions for each probationary review.

B. Evaluation for Tenure:

1) Policies regarding the length of the probationary period and any reduction or extension of that period are presented in Sections 1.D, 1.E, and 1.F. The formal tenure review is conducted no later than the spring of the final year of probation, and other than the reductions described in the sections cited above, the period of probation is reduced only in clearly extraordinary cases. The candidate must be present at The Citadel during the academic year in which application for tenure is made.

2) The candidate initiates consideration for tenure by preparing and submitting to the department head or representative of the tenured faculty, as appropriate, for a preliminary review a dossier guided by the Personal Data

Sheet in support of his or her candidacy. This dossier should include evidence in support of his or her professional contributions in the three areas of responsibility: Teaching Effectiveness, Scholarly and Professional Activity, and Service. It shall contain a vita; annual reviews by the department head or academic dean, as appropriate (see 1.H.); a teaching portfolio; information from The Citadel Student Evaluation of Instruction of each course taught in the past three academic years (see 1.H.); results of peer review through classroom visitation of courses taught (see 1.H.); and, guided by the Personal Data Sheet, a reflective narrative summary that introduces the dossier and places the items in a contextual framework. A candidate may use this narrative to describe teaching philosophy, professional vision and accomplishments, and the interrelationships and relative priorities among goals for teaching, scholarship, and service.

The review for tenure should cover the entire probationary period, and the dossier should build upon the prior evaluations. It is imperative, therefore, that prior to developing his or her dossier, the faculty member discuss this stage of the evaluation process with the department head (department heads will have this discussion with the appropriate academic dean; academic deans will have this discussion with the Provost/Dean of the College) or representative of the tenured faculty. This discussion should provide guidance regarding areas to be emphasized, concerns to be addressed, and documentation to be provided.

A candidate must include in the dossier all evidence pertinent to his or her evaluation. If, for example, publications or presentations are referenced, these references should be complete, and a copy of each should be included. The importance of the written narrative and support materials by the faculty member cannot be over-emphasized. How a candidate assesses his or her professional growth and development during the probationary period provides the faculty and administrators involved in the process with valuable insights into the candidate's capacity to organize and present information and his or her understanding of the profession of teacher-scholar.

3) The tenured faculty of the school/department, with input from the candidate, will arrange for a senior Citadel faculty member from another school/department to serve as a voting participant in the school's/department's tenure review process. This faculty member may not currently be serving on the Faculty Tenure and Promotion Committee. This member shall be a full participant in the evaluation process and provide a College-wide perspective. For tenure at the professor level, external evaluation of the candidate's research or professional service is required (see 1.H.).

4) A recommendation for tenure is a responsibility of all tenured members of a school/department. The department head or academic dean, as appropriate, makes available all performance-related materials including the candidate's dossier. For academic departments, the department head convenes all tenured members of the department to discuss the tenure recommendation. For schools, the senior tenured faculty member convenes all tenured faculty members, and a representative is elected. For the school, this representative carries out the responsibilities designated for the department head in the department level review.

5) The assessment of each tenure case must include an open discussion between the candidate and the tenured faculty and a vote by confidential, anonymous typed ballot. Full participation in the evaluation of candidates for tenure and the reaching of recommendations regarding their tenure are considered to be professional obligations for all tenured faculty. Each tenured member's ballot must contain well-reasoned professional assessments of the candidate's qualifications (with specifics identified whenever possible) and rationale for the vote. The department head (or the representative selected from and by the tenured members of the department if the department head is being considered for tenure or if the department and the department head do not agree), or representative of the tenured faculty for schools will provide the candidate and the tenured faculty a copy of the school's/department's written recommendation, which must include a professional assessment of the candidate's qualifications for tenure and the rationale for supporting or not supporting the candidate. This rationale must address the evidence that has most influenced this recommendation. This recommendation must include a written summary of procedures followed and copies of the actual confidential, anonymous ballots, on which written analyses and rationales have been provided by the tenured members of the school/department.

If the department head does not concur with the recommendation of the tenured faculty, his or her assessment and recommendation will be attached to the recommendation prepared by the representative of the tenured faculty.

6) If the recommendation of the tenured faculty or the department head is for a terminal appointment, the candidate is given the opportunity to present in writing to the department head or representative of the tenured faculty justification for a second review of his or her case. If a negative recommendation is sustained by the tenured faculty or department head, the justification for and results of a second review become attachments to the original recommendation. Otherwise, a new recommendation will be prepared as described above and without reference to the need for a second review.

7) The appropriate academic dean receives all recommendations and supporting documentation from the school/department and reviews these materials prior to passing them on to the Chair of the FTPC. This review at this point in the evaluation process ensures that all parties--the candidate, the department head, the tenured members of the department, and, in cases where the department head does not support the position of the department, the representative of the tenured faculty--have met their respective responsibilities and that all necessary materials have been provided. Each candidate is given the opportunity to review all materials pertaining to his or her case before these materials are passed on to the FTPC.

8) The FTPC is to make a recommendation to the Provost/Dean of the College from a college-wide faculty perspective concerning the candidate's qualifications for tenure. This task is accomplished by a thorough review of all materials submitted by the candidate, tenured faculty, and department head. In addition, the candidate, the department head, and, as appropriate, the representative of the tenured faculty, are interviewed to provide clarifications or additional information.

9) If the recommendation of the FTPC differs from that of the tenured faculty or the department head, the Chair of the FTPC must provide that recommendation to the appropriate parties. In all cases, the recommendation is provided to the candidate. The written recommendation of the FTPC must include a professional assessment of the candidate's qualifications for tenure and the rationale for supporting or not supporting the candidate. This rationale must address the evidence that has most influenced this recommendation. This recommendation must include a written summary of procedures followed and copies of the actual confidential, anonymous ballots on which written analyses and rationales have been provided by the members of the FTPC.

A justification for a second review by the FTPC may be presented in writing to the Chair of the FTPC within five working days of receiving written notification of the committee's recommendation. If the FTPC sustains its recommendation, the written justification for and results of a second review become attachments to the original recommendation. Otherwise, a new recommendation will be prepared as described above and without reference to the need for a second review.

10) Upon completion of the balloting, the Chair of the FTPC provides the candidates with the tally of votes by the committee and forwards its tenure recommendations to the Provost/Dean of the College. The final report of the FTPC on tenure recommendations must include a professional assessment of each candidate's qualifications for tenure and the rationale for supporting or not supporting the candidate. This rationale must address the evidence that has most influenced this recommendation. This report must

include a written summary of procedures followed and the actual confidential, anonymous ballots on which written analyses and rationales have been provided by the members of the FTPC.

11) The Provost/Dean of the College presents the report of the FTPC to the appropriate academic dean. The academic dean will make a recommendation to the Provost/Dean of the College regarding each candidate from the schools/departments reporting to him or her. The report of each academic dean, like the reports of the department head, tenured faculty, and FTPC, must include a professional assessment of the candidate's qualifications for tenure and the rationale for supporting or not supporting the candidate. This rationale must address the evidence that has most influenced this recommendation. The recommendations of the academic deans are subject to the same opportunities for clarification as all other recommendations. If a recommendation of the academic dean differs from that of FTPC, the tenured faculty, or the department head, the academic dean must provide a copy of the recommendation to the above parties. In all cases, the recommendation is provided to the candidate. A justification for a second review by the academic dean may be presented in writing to the academic dean by any of the appropriate parties within five working days of receiving written notification of the academic dean's recommendation.

Upon receipt of the recommendation of the academic dean, the Provost/Dean of the College presents his or her recommendations to the President, who is responsible for making the final decision.

12) Upon receipt of written notice of the President's decision on the awarding of tenure, the candidate, the department head, the tenured faculty, or the FTPC may appeal to the Board of Visitors based on grounds presented in section 3.E.

C. Evaluation for Tenure upon Appointment: Tenure upon appointment is considered only at the senior academic ranks. Tenure upon appointment may be considered when hiring a Provost, Academic Dean, Department Head, Endowed Chair, or senior faculty member for a leadership position. In situations in which tenure upon appointment is to be considered, the issue should be established as early as possible in the hiring process. This allows the internal process to work in a timely fashion. For all positions, except Provost, the Provost/Dean of the College will conduct the following activities.

1) The Provost/Dean of the College will obtain from the Search Committee a complete vitae, letters of reference, and a summary of the Search Committee's evaluation of the candidate. These materials will be distributed to the appropriate academic dean, the Chair of the FTPC, and all tenured members of the applicable school/department.

- 2) The Provost/Dean of the College will convene a meeting of the following individuals: the appropriate academic dean, the Chair and Vice Chair of FTPC, and all tenured members of the applicable school/department.
- 3) The Chair of the Search Committee will also be present to answer questions.
- 4) The Provost/Dean of the College and the appropriate academic dean receive recommendations in the form of a secret ballot from each tenured member of the school/department. When time constraints permit, the Chair of the FTPC presents the recommendation of that committee in accordance with its normal procedures. Otherwise, the Chair and Vice Chair of the FTPC each present recommendations in the form of a secret ballot presenting the perspective of the committee as reflected through past actions.
- 5) The Provost/Dean of the College and appropriate academic dean will review this recommendation, and the Provost/Dean of the College will make a recommendation to the President regarding tenure upon appointment.
- 6) The President makes the final decision.

In the case of hiring a Provost, the President or his designee will perform the functions assigned to the Provost/Dean of the College in steps 1) through 5) above.

D. Evaluation for Promotion:

- 1) A candidate for promotion must be present at The Citadel during the academic year in which application for promotion is made. The candidate initiates consideration for promotion by preparing and submitting to the department head or, for schools, the representative of the tenured faculty for a preliminary review a dossier guided by the Personal Data Sheet in support of his or her candidacy. This dossier should include evidence in support of his or her professional contributions in the three areas of responsibility: teaching effectiveness, scholarly and professional activity, and service. It shall contain a vita; annual reviews by the department head or academic dean, as appropriate; a teaching portfolio; information from The Citadel Student Evaluation of Instruction of each course taught in the past three academic years (see 1.H.); results of peer review through classroom visitation of courses taught (see 1.H.); and, guided by the Personal Data Sheet, a reflective narrative summary that introduces the dossier and places the items in a contextual framework. A candidate may use this narrative to describe teaching philosophy, professional vision and accomplishments, and

the interrelationships and relative priorities among goals for teaching, scholarship, and service.

The dossier must review the entire period since the last promotion. It is imperative, therefore, that prior to developing his or her dossier, the faculty member discuss this stage of the evaluation process with the department head (department heads will have this discussion with the appropriate academic dean; academic deans will have this discussion with the Provost/Dean of the College) or, for schools, the representative of the tenured faculty. This discussion should provide guidance regarding reasonable aspirations for this evaluation period, areas to be emphasized, concerns to be addressed, and documentation to be provided.

A candidate must include in the dossier all evidence pertinent to his or her evaluation. If, for example, publications or presentations are referenced, these references should be complete, and a copy of each should be included. The importance of the written narrative and support materials by the faculty member cannot be over-emphasized. How a candidate assesses his or her professional growth and development since the last promotion provides the faculty and administrators involved in the process with valuable insights into the candidate's capacity to organize and present information and his or her understanding of the profession of teacher-scholar.

2) The criteria and standards by which candidates within each academic rank will be judged are presented in writing to each member of the school/department by the department head or academic dean, as appropriate. Annually, the department head appoints and chairs the department promotion committee. The members of this committee are selected by the department head from among the senior tenured members of the department. For schools, the senior tenured member of the faculty calls a meeting of all tenured faculty, and that group decides if it will serve as the promotion committee or will select a promotion committee from among its membership. The promotion committee selects a representative who carries out in the school unit level review those responsibilities assigned to the department head in the department level review. The promotion committee, with input from the candidate, will arrange for a senior Citadel faculty member from another school/department to serve as a voting participant in the school's/department's promotion review process. This faculty member may not currently be serving on the Faculty Tenure and Promotion Committee. This member shall be a full participant in the evaluation process and provide a college-wide perspective. For promotion to professor, external evaluation of the candidate's research or professional service is required (see 1.H.). The department head or promotion committee representative, as appropriate, makes available all performance-related materials including the

items presented by the candidates for academic promotion and convenes the promotion committee to discuss promotion recommendations.

3) If the department head is to be considered for promotion, the establishment of the promotion committee and its operation follow the process prescribed for the school.

4) The assessment of each promotion case must include an open discussion between the candidate and the promotion committee and a vote by confidential, anonymous typed ballot. Each promotion committee member's ballot must contain a well-reasoned professional assessment of the candidate's qualifications (with specifics identified whenever possible) and a rationale for the vote.

The department head or the representative of the promotion committee if the department head is being considered for promotion, or if the promotion committee and the department head do not agree, or for schools will provide the candidate and the members of the promotion committee with a written recommendation, which must include a professional assessment of the candidate's qualifications for promotion and the rationale for supporting or not supporting the candidate. This rationale must address the evidence that has most influenced this recommendation. This recommendation must include a written summary of procedures followed and copies of the actual confidential, anonymous ballots on which written analyses and rationales have been provided by the members of the promotion committee.

If the department head does not concur with the recommendation of the promotion committee, his or her assessment and recommendation will be attached to the recommendation prepared by the representative of the promotion committee.

5) If the recommendation of the promotion committee or the department head does not support promotion, the candidate is given the opportunity to present in writing to the department head or promotion committee representative justification for a second review of his or her case. If a negative recommendation is sustained by the promotion committee or department head, the justification for and results of a second review become attachments to the original recommendation. Otherwise, a new recommendation will be prepared as described above and without reference to the need for a second review. The candidate decides whether to submit all recommendations and supporting documentation to the appropriate academic dean. Should the candidate decide not to seek promotion, all materials will be returned to the candidate.

6) The academic dean receives all recommendations and supporting documentation and reviews these materials prior to passing them on to the Chair of the FTPC. This review at this point in the evaluation process ensures that all parties--the candidate, department head, and promotion committee--have met their respective responsibilities and that all necessary materials have been provided. Each candidate is given the opportunity to review all materials pertaining to his or her case before these materials are passed on to the FTPC.

7) The FTPC makes a recommendation from a college-wide faculty perspective to the Provost/Dean of the College concerning the candidate's qualifications for promotion. This task is accomplished by a thorough review of all materials submitted by the candidate, tenured faculty, and department head. In addition, the candidate, the department head, and, for schools or in cases where the department head does not support the position of the promotion committee, the representative of the promotion committee, are interviewed for the purpose of providing clarification or additional information.

8) If the recommendation of the FTPC is against promotion or if the recommendation differs from that of the promotion committee or the department head, the Chair of the FTPC must provide that recommendation to the appropriate parties. The written recommendation of the FTPC must include a professional assessment of the candidate's qualifications for promotion and the rationale for supporting or not supporting the candidate. This rationale must address the evidence that has most influenced this recommendation. This recommendation must include a written summary of procedures followed and copies of the actual confidential, anonymous ballots on which written analyses and rationales have been provided by the members of the FTPC.

A justification for a second review by the FTPC may be presented in writing to the Chair of the FTPC within five working days of receiving written notification of the committee's recommendation. If the FTPC sustains its recommendation, the written justification for and results of a second review become attachments to the original recommendation. Otherwise, a new recommendation will be prepared as described above and without reference to the need for a second review.

9) Upon completion of the balloting, the Chair of the FTPC provides each candidate with the recommendation and the tally of votes by the committee regarding his or her case and forwards its academic promotion recommendations to the Provost/Dean of the College. The final report of the FTPC on promotion recommendations must include a professional assessment of each candidate's qualifications for promotion and the rationale for supporting or not supporting the candidate. This rationale must address

the evidence that has most influenced this recommendation. This report must include a written summary of procedures followed and the actual confidential, anonymous ballots on which written analyses and rationales have been provided by the members of the FTPC.

10) The Provost/Dean of the College presents the report of the FTPC to the appropriate academic dean. The academic dean will make a recommendation to the Provost/Dean of the College regarding each candidate from the schools/departments reporting to him or her. The report of each academic dean, like the reports of the school/department and the FTPC, must include a professional assessment of the candidate's qualifications for promotion and the rationale for supporting or not supporting the candidate. This rationale must address the evidence that has most influenced this recommendation. The recommendations of the academic deans are subject to the same opportunities for clarification as all other recommendations. If a recommendation of the academic dean is against promotion or if that recommendation differs from that of FTPC, the promotion committee, or the department head, the academic dean must provide a copy of the recommendation to the appropriate parties. A justification for a second review by the academic dean may be presented in writing to the academic dean by any of the appropriate parties within five working days of receiving written notification of the academic dean's recommendation. In addition, if the recommendation of the academic dean differs from that of the FTPC, the promotion committee, or the department head, the academic dean will meet with the candidate, the department head, and, for schools or if the department head does not support the position of the department, the elected representative of the promotion committee.

11) The Provost/Dean of the College is responsible for making the final decision on promotion. Upon receipt of written notice of the decision, the faculty member, the department head, the promotion committee, or the FTPC may appeal to the President based on grounds presented in section 3.E. A candidate who is denied promotion may not apply again until at least one full academic year has passed.

E. Appeal Procedures and Grounds:

1) As the various evaluation processes (probationary reappointment, tenure, and promotion) proceed from the submission by the candidate of his or her data to the final decision by the appropriate official of the College, fairness and objectivity are assured through the opportunities for clarification or appeal. At each recommending stage of the evaluation process, the procedures provide all parties the opportunity to respond back to a recommending body regarding its recommendation. The intent here is not to challenge but to clarify.

2) When a final decision on probationary reappointment, tenure, or promotion has been made, all parties are given the opportunity to appeal the process by which that final decision has been made. An appeal does not provide a second forum in which to present the case. Appeals deal only with how a decision has been reached and not with the decision itself. The following are the exclusive grounds for appeal:

- a) that a recommending individual or body or the deciding individual failed to follow approved procedures and that failure had a substantive effect on the recommendation or final decision;
- b) that a recommendation in the evaluation process or the final decision is arbitrary, that is, unreasonable and not based upon or consistent with the published criteria and policies;
- c) that significant evidence not previously available to a recommending individual or body or the deciding individual, but which existed at the time of the recommendation or decision, has been discovered.

3) At the beginning of each academic year, a five-person Appeals Committee, with two alternates, is appointed by the Provost/Dean of the College based on recommendations from the Committee on Committees. Members of the Appeals Committee are selected from among those faculty who are eligible to serve on the FTPC, but are not currently serving on that committee. An alternate member will be used in case of a conflict of interest.

The Appeals Committee elects its own chair, reviews all evidence presented, and calls witnesses as appropriate. The Appeals Committee also hears cases regarding dismissal for cause. (See Section 4.D.)

4) The following guidelines shall apply to the appeals procedure:

- a) An appeal is presented in writing to the Appeals Committee. It must be submitted within five (5) working days in the case of a decision on probationary reappointment or ten (10) working days in the case of a decision on tenure or promotion.
- b) The Appeals Committee decides if the appeal is admissible (that is, if the appeal documents one or more of the grounds listed above).

c) The Appeals Committee hears the appeal, decides if the appeal has merit, and submits its report to all other parties involved and to the appropriate authority (see E.4)e) below). This report, which addresses the validity of the appeal, must include a written summary of procedures followed and the actual confidential, anonymous ballots on which written analyses and rationales have been provided by the Appeals Committee members.

d) All parties involved in the process of arriving at the decision being appealed meet with the Appeals Committee--including, as appropriate, the President, the Provost/Dean of the College, the appropriate academic dean, the department head, the candidate, and, for schools or in cases when the department head does not support the position of the department, the representative of the tenured faculty or the promotion committee.

e) The final decision is made by:

- the original decision maker if the Appeals Committee did not find adequate grounds for appeal;
- the next higher authority (see 3.E.5) below) otherwise.

5) Table of authorities:

Application	Original Decision	Next Higher Authority
Probationary Reappointment	Academic Dean	Provost
Tenure	President	Board of Visitors
Promotion	Provost	President

F. Deadlines Relative to Probationary Reappointments, Tenure, and Promotion:

1) By the end of the spring semester:

- Candidates must have met with their respective department heads or academic deans, as appropriate, to discuss expectations for the following year. Department heads inform the academic deans of the anticipated number of probationary reappointments, tenure cases, and promotion cases at each academic level. This action is intended only to project the associated workload for the academic dean's office and the FTPC. No individuals are to be identified at this time. Academic deans will notify the Chair of FTPC.

2) As soon as is practical each fall semester:

- Faculty Tenure and Promotion Committee (FTPC) and Academic deans will meet with Faculty to hold an open forum discussion of evaluation procedures. All faculty will be invited, but the discussions will be especially important for department heads, potential candidates, the FTPC, and academic deans. Personal Data Sheets and Procedures will be distributed to all faculty and department heads or academic deans, as appropriate.
- Appeals Committee is appointed.

3) It is the responsibility of the dean/department head to establish a schedule to ensure the following are accomplished before the end of the fall semester:

- Candidates provide all materials to the department head; for schools, or when the candidate is the department head, these materials are provided to the representative of the tenured faculty or promotion committee, as appropriate.
- Candidates will have had initial meetings with their respective school/department tenure and promotion committees.
- School/department reviews will have been completed; Department heads or representatives of tenured faculties or promotion committees, as appropriate, will inform individuals and submit to the academic deans recommendations on tenure and academic promotion and all supporting documentation.

NOTE: Decisions not to reappoint a probationer for a second year must be made by 15 December each year. Statements presenting challenges which have not been settled by the candidate and the school/department promotion committee, department head, or tenured faculty, as appropriate, are submitted with their associated recommendations.

4) As soon as is practical after the start of the spring semester:

- School/department recommendations and supporting documentation on tenure and academic promotions are reviewed by candidates and submitted by the academic deans to the Chair of FTPC.

5) It is the responsibility of the Chair of the FTPC to establish a schedule to ensure that the following actions are completed by mid-April:

- Recommendations on tenure and academic promotions are submitted by Chair of the FTPC to the Provost/Dean of the College.
- Candidates and other appropriate parties are notified of tenure and promotion decisions.
- All appeals are settled.

NOTE: ACTIONS SHOULD BE TAKEN AS EXPEDITIOUSLY AS IS PRACTICAL AND SHOULD NOT BE DELAYED SIMPLY TO COINCIDE WITH A DEADLINE.

If the FTPC or the appropriate academic dean is asked for a second review, then the deadlines may need to be extended by the time necessary for the second review.

4. TERMINATION OF TENURED FACULTY:

A. Termination by the Faculty Member: Faculty members terminating their appointments are expected to do so at the end of an academic year. As a professional courtesy, notice of termination should be made in writing at the earliest possible opportunity in order to facilitate recruitment of a replacement. Under no circumstance should a resignation be effective during an academic term.

B. Staff Reduction for Reasons of Financial Exigency: In case of a bona fide financial exigency, the discontinuation of programs or schools/departments, or such other conditions as may require a reduction in faculty, one or more of the following actions may become necessary:

- 1) A faculty member with a tenured appointment may be terminated;
- 2) A faculty member on probationary appointment may be terminated before the end of the specified term of appointment or without the specified period of notice;
- 3) A faculty member on contract may be terminated before the end of the contract period.

A policy has been approved by the Board of Visitors which recognizes three legitimate bases for terminating faculty employment because of external constraints: (1) demonstrable, bona fide financial exigency or (2) program change for demonstrable, bona fide institutional reasons or (3) mandatory reduction in force that

prevents the College from meeting its contractual obligations. If financial exigency necessitates termination of appointment with continuous tenure, the faculty member shall be given at least twelve months' notice before the date of termination. The position of the released faculty member will not be filled by a replacement until at least two years have elapsed, unless the released person has been offered reappointment and has refused to take it. This policy, with implementing procedures, was coordinated with the Faculty Council, approved by the Board of Visitors, and published previously under separate order.

C. Dismissal "For Cause" by the College: A dismissal for cause is the removal or discharge of a faculty member with tenured appointment, a faculty member on probationary appointment before the end of the specified term of appointment or without the specified period of notice, or faculty member on contract before the end of the contract period. Dismissal for adequate cause must be related directly and substantially to the fitness of the faculty member in his or her professional capacity as a teacher or researcher. "Cause" shall mean one or more of the following:

- 1) conduct seriously prejudicial to the College through infraction of law or through moral turpitude including dishonesty or academic fraud;
- 2) willful disregard of expressed directions, including failure to comply with College regulations and policies insofar as they do not contravene academic freedom or the rights of any citizen;
- 3) failure to perform adequately the duties of the position to which the faculty member is assigned, or performance of duty below accepted standards;
- 4) violation of professional ethics including conduct which exploits, harasses, or discriminates against students or colleagues;
- 5) prolonged inability for medical reasons to perform the duties required for the position and the conditions of appointment.

D. Procedures for Dismissal "For Cause":

- 1) An investigation of a faculty member for possible dismissal for adequate cause may be initiated by the Provost/Dean of the College upon recommendation of an academic dean or an academic department head. After it becomes evident to the Provost/Dean of the College that termination may be necessary, there must be discussion between the faculty member and the Provost/Dean of the College with the intent of arriving at a mutually agreed upon resolution.
- 2) Once it becomes clear that the Provost/Dean of the College and the faculty member are unable to reach a settlement, the Provost/Dean of the

College or an appropriate designee shall within five working days inform the faculty member and the President, in writing, of the intention to terminate including a precise statement of charges. The letter shall also inform the faculty member of his or her right to request a hearing by the Appeals Committee (see Section 3.E.3) above.) In this case, it is the responsibility of the Appeals Committee to hear all evidence and make its recommendation to the Provost/Dean of the College.

If the faculty member takes no action within five working days of notification by the Provost/Dean of the College, the President shall send a written notice of termination.

3) If the faculty member desires a hearing before the Appeals Committee, the faculty member shall inform the President, the Provost/Dean of the College, and the Appeals Committee within five working days of receipt of the notice of intent to terminate. Upon notification of the request for a hearing, the Provost/Dean of the College shall within five working days provide the Appeals Committee a statement of charges and the factual basis for the charges. The Provost/Dean of the College may designate an appropriate representative to assist in developing the case.

At this stage, members of the Appeals Committee may disqualify themselves from the case for bias or conflict of interest. The faculty member being charged will have a maximum of two challenges without stated cause. If such removals and challenges reduce the membership of the Appeals Committee below five, the Provost/Dean of the College after consultation with the Chair of the FTPC will appoint sufficient members to raise the Committee membership to five.

4) The following standards and procedures shall apply to the conduct of the hearing.

a) The Appeals Committee will set the time (no sooner than ten working days after receiving the request for a hearing) and place for the hearing, and may grant a continuance at its discretion. The faculty member may waive the hearing and may respond to the charges in writing. If the faculty member waives a hearing, the Appeals Committee will evaluate all available evidence submitted and base its recommendation thereon.

b) The faculty member has the right to decide whether the hearing should be public or private.

c) The faculty member will be permitted in all proceedings to have and be represented by an academic advisor and/or legal counsel of his or her own choice.

- d) A verbatim record of the hearing will be taken, and a typewritten copy thereof transcribed only upon written request of the faculty member, the Provost/Dean of the College or any member of the Appeals Committee.
- e) The burden of proof that adequate cause exists rests with the College and shall be satisfied only by clear and convincing evidence in the record as established at the hearing.
- f) The faculty member will be permitted to offer any evidence or witness pertinent to the issues, and the Provost/Dean of the College will, so far as possible, assist in securing the cooperation or attendance of witnesses, and make available documents and other evidence under control of the Provost/Dean of the College.
- g) The Appeals Committee will grant adjournments to enable either party to investigate evidence concerning which a valid claim of surprise is made.
- h) The faculty member and the administration will have the right to confront and cross-examine all witnesses. Any witness having knowledge pertinent to the issues may testify. If the witness cannot appear but has a written statement, the Appeals Committee may, in the interest of justice, consider the statement and determine its probative value. If the written statement is admitted as evidence, the Appeals Committee will then identify the witness and, if possible, provide for interrogatories.
- i) The Appeals Committee will not be bound by strict rules of legal evidence; however, every reasonable effort will be made to obtain the most reliable evidence available.
- j) If legal advice has been sought by either the administration or the faculty member, at its discretion the Appeals Committee shall be allowed to consult legal counsel. All costs of such consultation by the Appeals Committee shall be born by the College.
- k) Findings of fact and recommendations of the Appeals Committee will be based solely on the hearing record. The Appeals Committee will provide its recommendations to the President, the Provost/Dean of the College, and the faculty member.

1) Within five working days of the receipt of the Appeals Committee's report, the President shall inform the faculty member and the hearing committee of his or her decision together with supporting reasons. The faculty member may appeal a decision to terminate to the Board of Visitors within five working days from the receipt thereof.

5) Pending a final disposition of the case, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if continuance might cause harm to the faculty member or others. If dismissal charges are not pending at the time a suspension is sought, such charges must be initiated simultaneously with the suspension. Before suspending a faculty member, pending an ultimate determination of his or her status through the institution's hearing procedures, the Provost/Dean of the College will consult with the Appeals Committee concerning the propriety and the other conditions of the suspension. Salary will continue during the period of the suspension.

6) If a faculty member is dismissed, salary will terminate on the effective date of dismissal.

5. RESCISSION:

General Order 8, dated 22 October 2002, is rescinded.

FOR THE PRESIDENT:

OFFICIAL

CHARLES B. REGER
Colonel, USAF, Retired
Executive Assistant to the President

POLICIES AND PROCEDURES ON PROBATIONARY REAPPOINTMENT,
ACADEMIC TENURE, ACADEMIC PROMOTION,
AND TERMINATION OF TENURED FACULTY

TABLE OF CONTENTS

1.	ACADEMIC TENURE	1
	A. Preamble.....	1
	B. Types of Faculty Appointments.....	1
	C. General Eligibility for Tenure.....	2
	D. Probationary Period.....	2
	E. Reduction of Probationary Term for Prior Academic Employment	3
	F. Extension of Probationary Term.....	3
	G. School/Departmental Standards.....	3
	H. College-wide Standards for Tenure	4
	1) Standards for Tenure as Assistant Professor	5
	2) Standards for Tenure as Associate Professor	6
	3) Standards for Tenure as Professor.....	6
2.	ACADEMIC PROMOTION	7
	A. Preamble.....	7
	B. Eligibility for Promotion	7
	C. College-wide Standards for Promotion	8
	1) Standards for Promotion to Associate Professor	9
	2) Standards for Promotion to Professor.....	9
3.	EVALUATION PROCEDURES: PROBATIONARY REAPPOINTMENT, TENURE, AND ACADEMIC PROMOTION.....	10
	A. Evaluation for Probationary Reappointment.....	11
	B. Evaluation for Tenure.....	14
	C. Evaluation for Tenure upon Appointment.....	18
	D. Evaluation for Promotion.....	19
	E. Appeal Procedures and Grounds.....	23
	F. Deadlines Relative to Probationary Reappointments, Tenure, and Promotion.....	25
4.	TERMINATION OF TENURED FACULTY	27
	A. Termination by the Faculty Member.....	27
	B. Staff Reduction for Reasons of Financial Exigency	27
	C. Dismissal “For Cause” by the College	28
	D. Procedures for Dismissal “For Cause”	28