



Lander University

Faculty Handbook

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Chapter I. Bylaws of the Lander University Board of Trustees

Please see the Board of Trustees bylaws in the Resources tab at: www.lander.edu/bot

Chapter II. Faculty Senate

A. Constitution of the Faculty Senate of Lander University

Article I. Name and Purpose

1. The name of this organization shall be the Faculty Senate of Lander University.
2. The purpose of the Faculty Senate shall be to provide part of the means by which the faculty shall carry out the responsibilities set forth in the bylaws of the Lander University Board of Trustees, Article X, 10.2, (b) and (c). In the event of real or apparent conflict between this constitution and the bylaws of the Board of Trustees, the bylaws of the Board of Trustees shall take precedence.
3. Upon the constitution becoming effective, the Faculty Senate and its constitution shall substitute *nunc pro tunc* for the previous Faculty Council and the governance committees.

Article II. Organization of Faculty Senate

1. The Faculty Senate shall be composed of senators representing the voting faculty of Lander University as defined in the bylaws of the Board of Trustees of Lander University, Article X, 10.1. The president of the Student Government Association and the provost and vice president for academic affairs shall be *ex-officio* nonvoting members of the Faculty Senate.
2. The voting faculty of each academic unit (defined as a department, the library, or a college or school with no separate departments) shall elect one senator. The voting faculty of the university shall elect nine additional at-large senators serving staggered terms. Department chairs, assistant deans, deans of academic units, and the director of library services are not eligible to serve as senators representing their unit but may hold at-large positions if they are otherwise qualified.
3. A chair, chair-elect, and secretary shall be elected from among and by the senators to serve for a term of one year.

Article III. Nominations and Elections

1. Each spring the voting faculty shall nominate and elect senators to replace those whose terms are due to expire. The newly elected senators will take office on the first day following the end of the spring semester during which the election is held.
2. Heads of academic units shall solicit nominations and conduct elections on their own units' senators. The Faculty Senate shall solicit nominations and conduct the elections of at-large senators through its Elections Committee.
3. For the three at-large senate seats to be filled each year, nominations shall be requested from all voting faculty, who may each nominate up to three different candidates. The six persons

receiving the highest numbers of nominations shall be designated as the candidates to stand for election to the three available at-large positions.

4. Members of the Faculty Senate shall be elected only from among the candidates determined in the nominating process. Voting faculty of each academic unit shall vote for their respective unit representative, and all voting faculty shall vote for at-large senators. Senate members will be elected based on the number of votes they receive, with seats filled in order of the highest vote count. If there is a tie among more candidates than the number of unfilled seats, a special election will be held among only the remaining unelected candidates.
5. If a senatorial vacancy occurs mid-term, the Faculty Senate or unit head shall conduct a special election to fill the vacancy from the appropriate constituency. For an at-large mid-term vacancy, voting faculty may nominate one candidate, and the three persons receiving the highest numbers of nominations shall be designated as candidates to stand for election to the vacant at-large position. The specially elected senator shall take office immediately upon election and will complete the unexpired term of the senator originally elected.
6. The term of office for each member of the Faculty Senate shall be three years. A senator may not be re-elected until one academic year election cycle has elapsed since the end of his or her term unless he or she was elected by special election to fill an unexpired term of one year or less.
7. Upon receipt of a petition signed by at least 50 percent of a senator's constituents, the Election Committee shall schedule a formal recall vote. Any senator may be recalled by a two-thirds vote of his or her constituency.
8. To the extent possible, one-third of the senators shall be elected each year.

Article IV. Jurisdiction

1. The Faculty Senate shall draft policy on behalf of the faculty and shall serve as an advisory body to the president of the university. It shall have primary responsibility for drafting policy in matters of curriculum, subject matter and methods of instruction, tenure and promotion, academic freedom and due process, and those aspects of student life which relate to the educational process. It may consider all matters of university concern.
2. Any member of the university community may bring a matter of university concern to the attention of the Faculty Senate.
3. Any motion that is approved during a Faculty Senate meeting will be considered draft policy. Faculty will be notified of all draft policies ratified by the Faculty Senate. Minutes submitted by the Curriculum Committee and approved by the Faculty Senate are not eligible for consideration by the full faculty. Other draft policies ratified by the Faculty Senate will be brought to the full faculty for ratification if one of two conditions is met: it is requested by at least five senators during the meeting in which the policy is drafted or it is requested by at least ten percent of the voting faculty within five business days of being notified of the draft policy. If neither of these conditions is met, the policy is ratified. When draft policy is brought to the full faculty for consideration at a faculty meeting, the draft policy may not be voted

upon during the same meeting at which it is presented. This delay may be overridden by suspending the rules. Voting faculty vote without amendment 1) to ratify the draft policy, 2) to reject the draft policy, or 3) to remand the draft policy to the Faculty Senate.

4. Upon ratification, policies shall be delivered to the president of the university by the provost and vice president for academic affairs. Should the president choose not to follow a ratified Faculty Senate policy, the president shall inform the Faculty Senate chair in writing of the reasons within 30 days of receipt of the policy. The Faculty Senate shall inform the voting faculty of such action by the president. Upon request of the Faculty Senate, the president shall meet with the Faculty Senate for discussion of the matter.

Article V. Responsibilities

1. The Faculty Senate shall inform the faculty of all policies drafted by the Faculty Senate and provide a means of allowing faculty to request a formal ratification by the full faculty.
2. The Faculty Senate shall meet at least monthly during the regular academic year. All meetings of the Faculty Senate shall be open meetings unless otherwise required by law, or unless, when allowed by law, the Faculty Senate shall declare by two-thirds vote that a meeting shall be conducted in a closed session. No vote shall be taken while a meeting is conducted in closed session. To allow for faculty review of draft policies, no Faculty Senate meeting will occur within the last six business days of the end of faculty members' nine-month contract.
3. The Faculty Senate may establish such Faculty Senate committees as it deems appropriate. The members and temporary chairs of Faculty Senate committees shall be named by the Faculty Senate from among its members; at its first meeting of each year, the members of each committee shall elect their own chair and such other officers as may be appropriate for the effective functioning of the committee. The roster of committee members and officers shall be distributed by the first faculty meeting following the first Faculty Senate meeting of each academic year.
4. The Elections Committee of the Faculty Senate will conduct the election of the Tenure and Promotion Committee by following the procedures found on the Faculty Senate website.
5. The Faculty Senate shall regularly report its activities to the faculty of the university and shall distribute the minutes of each meeting to the president of the university, the vice presidents, and the faculty.

Article VI. Amendment Procedure

1. An amendment to the constitution of the Faculty Senate may be proposed by a petition to the chair of the Faculty Senate signed by at least 25 per cent of the voting faculty, or by a majority vote of the senators present and voting at a Faculty Senate meeting, or by the president of the university.
2. A proposed amendment to this constitution shall be distributed to the voting faculty at least four weeks prior to its consideration at a meeting of the voting faculty. No action on amendments to the constitution of the Faculty Senate may be taken unless at least one-half

of the voting faculty is present. Passage of any such amendment shall be by a two-thirds vote of the voting faculty then present and voting. Upon passage, an amendment shall become effective after ratification by the president of the university and the Board of Trustees.

Adopted by:

- The Governance Review Committee on February 16, 1993
- The Faculty of Lander University on March 17, 1993
- The Board of Trustees on April 14, 1993

B. Bylaws of the Faculty Senate of Lander University

Section 1: Officers

The Faculty Senate shall elect a chair-elect and a secretary from among the senators to serve for a term of one year beginning on the first day following the end of the spring semester.

Nominees for chair and chair-elect must be tenured members of the voting faculty. Nominees for chair-elect must have at least two full years remaining of their Faculty Senate terms at the time of their nomination.

The election of officers shall be by secret ballot, with a simple majority vote required for election. If on any ballot no person receives a majority vote, then there shall be a runoff between those receiving the two highest vote totals.

The chair shall appoint a parliamentarian of the Faculty Senate who shall not be a member of the Faculty Senate. The parliamentarian shall advise the chair on all matters of procedure at the meeting according to the latest revision of Robert's Rules of Order Newly Revised.

a. Chair

The chair shall preside at meetings of the Faculty Senate. The chair shall act as a representative of the Faculty Senate on appropriate university committees and in university forums other than meetings of the Faculty Senate or of the whole faculty and shall communicate the Faculty Senate's advice and recommendations to appropriate university officers. No later than February 1 of each year, the chair shall advise the Faculty Senate Elections Committee of the need to conduct an election of senators to succeed those whose terms are about to expire. At other times, the chair shall promptly advise the Elections Committee of any senatorial vacancy and shall request that the committee conduct a special election to fill such vacancy.

b. Chair-Elect

The chair-elect shall assume the office of chair when the chair's term expires or in the event of the chair's resignation or removal from office. If the chair resigns or is removed, the Faculty Senate shall elect a new chair-elect to fill the unexpired term of office. The chair-elect shall represent the Faculty Senate on appropriate university committees. The chair may delegate to the chair-elect such other duties as the chair may prescribe. The chair-elect shall preside at the meetings of the Faculty Senate in the absence of the chair.

c. Secretary

The secretary shall keep minutes and records of all the proceedings of the Faculty Senate. The secretary shall regularly report the Faculty Senate's activities by distributing promptly the minutes of each meeting of the Faculty Senate to the faculty, officers of the Student Government Association, and administrators. These minutes shall include a roll of those senators present and absent. The secretary shall represent the Faculty Senate on appropriate university committees.

Section 2: Removal of Senate Officers

Any officer may be removed from office for excessive absence, misconduct, or neglect of duties upon a two-thirds majority vote of the Faculty Senate. A vote shall not be taken unless a petition signed by 25 percent of the senators has been filed with one of the officers of the Faculty Senate and attached to the agenda for the meeting at which the vote shall be taken. If an office is vacated by recall, resignation, or other cause, the voting faculty shall elect at its next meeting a successor for the unexpired term.

Section 3: Vacancy of a Senatorial Position

A Faculty Senate seat shall be declared vacant following three absences from regularly scheduled meetings without reasonable cause during a senator's term of office. The responsibility of reporting cause lies with the senator.

Reasonable cause may be defined as absence due to other university or professional duties or business, illness, or pressing personal matters.

The chair of the Faculty Senate shall have the authority to rule on the validity of the cause of absence. The senator affected may appeal the ruling to the Faculty Senate, which may overrule the chair by a simple majority.

If a senator will knowingly be absent for an extended period (i.e., course conflict, medical condition, etc.) not to exceed three months, the senator's constituency may appoint a temporary replacement by notifying the chair of the Faculty Senate. The notification must include the name of the temporary replacement and the period during which the temporary replacement will serve as the unit representative. The faculty member serving as the temporary replacement will serve on all necessary Faculty Senate committees but will not be eligible to serve as a Faculty Senate officer while serving as a temporary representative.

If a senator is absent or anticipates being absent from all regularly scheduled meetings for more than three consecutive months even with reasonable cause, the seat shall nevertheless be declared vacant.

Section 4: Committees of The Faculty Senate

The Faculty Senate may establish such standing and *ad hoc* committees as it deems appropriate. The Faculty Senate officers shall nominate and the Faculty Senate shall appoint the members of

each standing or *ad hoc* committee prior to adjournment of the final Faculty Senate meeting of the spring semester. Senators whose Faculty Senate terms have not expired shall continue their committee duties for the succeeding year, or until reassigned.

Section 5: Meetings

The Faculty Senate shall conduct regularly scheduled meetings at least monthly during the fall and spring semesters of the academic year. The chair of the Faculty Senate may call a meeting of the Faculty Senate, if necessary. A meeting of the Faculty Senate must be called upon the receipt of a petition to the chair of the Faculty Senate signed by at least 25 percent of the members of the Faculty Senate. No business shall be transacted unless a quorum is present and continues to be present at any meeting. A majority of the elected senators constitutes a quorum. In the absence of a quorum, the chair may only make announcements of an informative nature, rule on the existence of a quorum, and recess once for a short period to attempt to secure a quorum.

Section 6: Agenda and Procedure

The Faculty Senate shall follow the procedures described in *Robert's Rules of Order Newly Revised* for its meetings. The Agenda Committee shall prepare an agenda for each regularly scheduled meeting and shall distribute it to the faculty, the provost and vice president for academic affairs, and the president of the university at least five working days preceding the meeting. Agendas for special meetings shall be distributed as expeditiously as possible. Any student, faculty member, staff member, or member of the Board of Trustees may bring a matter of university concern to the attention of the Faculty Senate by communicating in writing with the chair of the Faculty Senate. The Agenda Committee shall make an appropriate announcement of the matter either in writing attached to the agenda or by placing the matter on the agenda; however, only a senator can introduce a motion to be voted upon by the Faculty Senate.

Section 7: Amendment Procedure

A motion to amend these bylaws shall be introduced by filing it with the chair of the Faculty Senate in time for it to be attached to the agenda for the impending meeting. Upon a majority affirmative vote of the Faculty Senate, a majority affirmative vote of the voting faculty, and approval of the president of the university and the Board of Trustees, these bylaws shall be amended.

Adopted by:

- The Governance Review Committee on February 16, 1993
- The Faculty of Lander University on March 17, 1993
- The Board of Trustees on April 14, 1993

C. Faculty Senate Committees

The processes which Faculty Senate committees follow in fulfilling their duties are described on the Faculty Senate website.

Academic Freedom, Grievance, and Due Process Committee

Membership: The Academic Freedom, Grievance, and Due Process Committee will consist of three tenured faculty members. For each case, the Faculty Senate will elect from among its tenured members the chair of the committee; the chair of the Faculty Senate, in consultation with the chair of the committee, will then appoint two other tenured faculty members to the committee for that case. The committee members will all be outside the discipline involved. Each party to the complaint may challenge one of the committee members without cause and may challenge in writing one of the remaining two with cause. The officers of the Faculty Senate will determine the validity of the cause. In such cases, the officers of the Faculty Senate will appoint a replacement.

Function: The committee's procedures will provide an orderly process whereby any faculty member who believes that he or she has been treated unfairly may seek prompt and objective review.

Agenda Committee

Membership: The Agenda Committee will consist of the Faculty Senate chair, chair-elect, and secretary.

Function: The Agenda Committee will prepare an agenda for each regularly scheduled meeting. The committee shall review the *Faculty Handbook* and recommend to the Faculty Senate revisions for clarity, consistency, and precision. The committee will forward to the appropriate office all Faculty Senate-approved policy and *Faculty Handbook* recommendations.

Curriculum Committee

Membership: The Curriculum Committee consists of the following five non-voting members: the Provost and Vice President for Academic Affairs (or designee), the president of the Student Government Association (or designee), the dean of the College of Graduate and Online Studies (or designee), the General Education Director, and a designee from the Registrar. The Curriculum Committee will also consist of three faculty senator voting members. The three voting faculty senators must come from different colleges. If a college is not represented on the Curriculum Committee by a faculty senator, the dean(s) of the unrepresented college(s) may appoint an additional voting faculty member from their respective college to serve for the academic year. The chair of the Curriculum Committee must be a tenured faculty member currently serving as a faculty senator. The chair will be appointed either by self-nomination or elected from the eligible committee members no later than the first committee meeting of the academic year.

Functions:

The Curriculum Committee safeguards

- The integrity of academic programs and their curricula,
- The correctness and clarity of the academic contents of the graduate and undergraduate catalogs,
- And the appropriateness of courses accepted into each of the categories of the General Education Program.

The Curriculum Committee recommends

- Actions on undergraduate and graduate proposals (activations, deactivations, and modifications),
- Changes to the undergraduate and graduate curricula,
- And changes to the academic contents of the undergraduate and graduate catalogs.

Proposals involving general education courses or programs will require consultation with the General Education Director, who will determine whether proposals need to be forwarded to the General Education Council for review and recommendation prior to review by the curriculum committee.

Elections Committee

Membership: The Elections Committee of the Faculty Senate will consist of the chair-elect of the Faculty Senate and two other voting senators nominated by the officers of the Faculty Senate and appointed by the Faculty Senate. The chair of the Elections Committee will be the chair-elect of the Faculty Senate.

Functions: In accordance with the procedures given in the constitution and the bylaws of the Lander University Faculty Senate, the Elections Committee will perform the following functions:

1. Conduct all regular and special elections to the Faculty Senate,
2. Schedule a formal recall vote if requested by a petition signed by at least 50 percent of a senator's constituents,
3. Conduct elections of faculty members to university standing committees if the president deems that committee members are to be elected rather than appointed, and
4. Conduct elections of the University Tenure and Promotions Committee.

Faculty Senate Grants Committee

Membership: The Faculty Senate Grants Committee will consist of three senators and at least one non-senate member appointed by the Chair of the Faculty Senate. Members of the Faculty Senate Grants Committee must represent at least four different colleges or schools.

Function: The function of the Faculty Senate Grants Committee will be to review and recommend funding for faculty for all internal grant calls. This will include President's Grants, student travel grants, and sabbatical proposals.

General Committees

Membership: Each of the general committees of the Faculty Senate will consist of at least three senators. All will be voting members. The chair of each committee will be elected from among its members at its first committee meeting of the year.

Functions: The function of each of the general committees will be to address issues/tasks directed to the respective committee by the chair of the Faculty Senate. Generally, these are issues/tasks that have no definite committee within the structure of the Faculty Senate. All actions and votes will be reflected in the minutes of each committee meeting. Any action affecting Lander University policy must be recorded in the minutes.

The Grade and Academic Appeals Committee

Membership: The Grade and Academic Appeals Committee will consist of a tenured faculty member who will serve as chair and will be selected from and by the Faculty Senate, three other faculty members selected by the Faculty Senate, and a student representative. The student member and an alternate student member will be nominated by the president of the Student Government Association in consultation with the advisor to the Student Government Association. If neither the student representative nor the alternate can attend a meeting, the Student Government Association president will substitute for him/her.

The committee membership will be subject to approval by the president of the university. Prior to the end of each spring semester, the Faculty Senate will recommend the faculty membership to the president, and members will serve for one calendar year, beginning May 16 and extending through May 15 of the following year. In addition, at this time alternates will be chosen to be in line to take a member's place in case of unavoidable absence during the academic year or during the summer. If a faculty member whose grade is being appealed is not available or is no longer on the Lander University faculty or in case of a conflict of interest, the unit head will represent the faculty member. If an appeal involves a member of the committee or a committee member's unit head, one of the alternates will be asked to serve in his/her place.

Members of the committee will observe strict professional confidentiality concerning all committee business. The committee will uphold the university policy on confidentiality of student information. All other participants in the process will sign a confidentiality agreement.

Functions: The committee will hear the following types of appeals:

1. Grade appeals not resolved at the level of the academic unit,
2. Judicial appeals not resolved by the Student Life Council, the Honor Council, and the vice president for student affairs, and
3. Appeals related to regulations for academic honors at graduation.

The committee may affirm previous decisions, or it may recommend review and consideration of revisions.

Survey Committee

Membership: The Survey Committee will consist of three members of the Faculty Senate.

Function: This committee will be charged with preparing and administering faculty opinion surveys, including the yearly evaluations of the unit heads, the deans of the colleges, the provost and vice president for academic affairs, and the president.

Chapter III. Procedures for Conducting Lander University Faculty Meetings

- A. All faculty meetings will follow the procedures of *Robert's Rules of Order Newly Revised*. Business meetings of the faculty will be held at least once per semester during the academic year. Faculty members are expected to attend the scheduled meetings of the faculty. The agenda will normally include the following order of business: Call to Order, Approval of Minutes, Unfinished Business, New Business, Reports, Announcements, and Adjournment. Any new or unfinished business that entails nominations or voting should be moved ahead of business that does not.
- B. The president (or the president's designee) serves as the presiding officer at faculty meetings. The president or the chair of the Faculty Senate may call a special meeting of the faculty. A special meeting may also be called by at least ten percent of the voting faculty by submitting a written request to the president.
- C. A quorum shall consist of a majority of those persons identified in the Lander University Faculty Senate constitution as voting faculty members. Only such persons are eligible to vote at faculty meetings. Other persons may be permitted the privilege of the floor, unless the faculty by majority vote should withdraw the privilege.
- D. Faculty members with *bona fide* reasons who must be absent from faculty meetings at which a scheduled vote will be taken may obtain an absentee ballot from the Elections Committee, mark it, and return the ballot to the committee for submission at the time of voting. Determination of what constitutes a *bona fide* reason will be made by the Elections Committee.
- E. The voting faculty shall consider draft policies ratified by the Faculty Senate when necessary; and shall vote without amendment 1) to ratify, 2) to reject, or 3) to remand to the Faculty Senate such policies. The motion to remand a draft policy to the Faculty Senate must include a brief statement of the reason for which remanding is proposed. It will require a second and shall not be debatable.
- F. Policies drafted by the Faculty Senate that are being considered for ratification by the voting faculty shall be voted on synchronously at faculty meetings, with votes submitted either online or in-person. Online asynchronous voting is limited to nominations for and elections to the Faculty Senate and the University Tenure and Promotion Committee.

Chapter IV. Faculty Employment, Procedures & Regulations

I. Types of Employment

1. Full-time Employment

Employment is typically on a nine-month or a twelve-month basis. Full-time faculty may be assigned other durations as appropriate. Compensation is semi-monthly and paid out over a 12-month period, with the following exceptions. Visiting faculty are paid over a 9-month period. Non-visiting faculty hired when pay could be made over a 9-month period and are still being paid over a 9-month period may elect to continue such an arrangement or may switch to a 12-month pay schedule. Once faculty switch to a 12-month period, they may not switch back. The first regular pay period falls on or about August 31. For those who opt to be paid over nine months, the last regular pay period falls on or about May 15. The president, provost and vice president for academic affairs, deans, and librarians are on twelve-month contracts. The workload for these employees is 37 1/2 hours per week as defined by the State of South Carolina.

A. Faculty Workload

Each full-time faculty member's workload consists of teaching, scholarship, and service, with the ratio among the three components varying, depending upon the university's needs. Faculty workloads shall be consistent with the university's mission as a teaching institution. For tenured and tenure-track faculty, the ratio is normally 60% teaching, 20% scholarship, and 20% service. For non-tenure-track faculty, the ratio is normally 80% teaching and 20% service.

For faculty librarians, the workload consists of librarianship and service. The ratio between the two is normally 80% librarianship and 20% service.

A. Faculty Teaching Load

Teaching loads for full-time nine-month faculty members are determined by two factors: Credit hour production (CHP) and contact hours. A contact hour is defined as one hour of classroom teaching. Teaching loads for each faculty member are determined by the college/school dean.

Contact hour production for each college/school is reviewed annually by the provost and vice president for academic affairs and deans.

Faculty members will not receive compensation for tutoring students in any course which they teach for credit or over which they have any authority.

Twelve contact hours per semester (or 24 contact hours per year) is the standard teaching load for tenured and tenure-track faculty. Non-tenure-track faculty have a standard teaching load of fifteen contact hours per semester (or 30 contact hours per year). Faculty may receive release time from teaching for performing other duties as follows:

- Faculty may receive release time from teaching by being awarded a sabbatical.
- The provost and vice president for academic affairs and the associate provost for academic affairs are released from teaching but may elect to teach.
- Deans and the assistant provost of faculty development, teaching, and learning receive release time from their duties as negotiated with the provost and vice president for academic affairs. Deans may have no teaching duties, but they may teach up to six contact hours per year as part of their load.
- Department chairs receive nine contact hours of release time per year to perform their administrative duties.
- Assistant deans receive nine contact hours of release time per year to perform their administrative duties.
- Other faculty may be assigned release time from teaching to perform specific administrative duties or other activities. Such release must be approved by the provost and vice president for academic affairs.

B. Faculty Office Hours

Deans shall establish office hour policies with the faculty members in their college/school to ensure that faculty are available to meet with and advise students.

C. Faculty Absences

Faculty members who must be absent from their classes or from attendance at obligatory university functions for causes other than sickness will submit a request to be absent from campus to the appropriate dean for approval.

D. Other Faculty Responsibilities

Faculty have various responsibilities, including but not limited to:

- As part of their general teaching responsibilities, faculty shall inform students of their progress in meeting the academic outcomes of each course by regularly entering grades, assessments, or other feedback using Blackboard throughout the semester. Faculty shall post mid-term assessments and submit final grades using Banner by the deadlines posted or as directed by their college dean. In order to improve compliance with Federal Law, faculty will maintain accurate records of student attendance in their courses and follow institutional policy regarding the use of the FA grade. Faculty will also follow all policies posted in the Undergraduate and Graduate Catalogs.
- Faculty shall engage in professional development and scholarly activity, render professional service, advise students, maintain office hours in accordance with the policy of their college, and serve on such committees as they are elected to or appointed to by the appropriate authority. Faculty shall participate in all university-wide academic ceremonies. Further, faculty shall participate in

outcomes assessment activities as directed by their dean and/or department chair including, but not limited to, the timely collection and analysis/summarization of data for major programs and for the general education program.

2. Part-Time Employment

Adjunct faculty are employed to teach part-time on a semester basis, and the extent of their duties and responsibilities is limited.

3. Summer Employment

Summer appointments are not included in the regular academic year contract. Appointments are made in early spring, following completion of the summer school schedule. Every effort is made to provide a summer appointment for those faculty members who wish one. However, such appointments are not assured, nor are faculty members required to teach in the summer. Each college/school establishes its policy for summer appointments.

Compensation for summer school employment is established each year by the president in consultation with the vice president for finance and administration and the provost and vice president for academic affairs.

Faculty may earn a maximum of 40 percent (40%) of their annualized salary during the summer.

4. Employment Outside of the University

Before accepting additional employment outside the University during the contractual nine-month academic year, a Lander University faculty member holding a full-time appointment is required to obtain written permission from the vice president for academic Affairs or from the President. The same is true of faculty members holding full-time appointments for a ten-, eleven-, or twelve-month period. If such employment is to be performed during a full-time contract period, the faculty member must complete the Request for Permission to Accept Outside Employment Form. The form must be approved by the Vice President for Academic Affairs or the President. Such approval must be renewed at the beginning of each academic year and is subject to existing State policies.

II. Faculty Appointments

1. General Conditions for Appointment

The conditions of every appointment to the Lander University faculty will be stated in a written contract. The contract will specify the type of appointment, rank, salary, degree status (including a statement of whether the appointee holds the earned terminal degree in the discipline), duties, credit toward tenure/promotion, and the earliest dates for consideration for tenure and promotion. Up to two years of credit may be awarded toward tenure and/or

promotion to new faculty with full-time experience in a comparable or higher rank at another college or university. In exceptional cases, three years of credit toward tenure and/or promotion may be awarded. Three years is the maximum allowed toward tenure and/or promotion. Faculty awarded credit toward tenure and/or promotion are not eligible to apply early. The contract will be signed by the president of Lander University or the provost and vice president for academic affairs and by the faculty member, with a copy of the contract being given to the faculty member and dean. Any subsequent extensions or modifications of an existing contract must be made in writing.

2. Credential Requirements

Lander University adheres to the following academic credential requirements for faculty appointments:

Faculty teaching graduate and post-baccalaureate course work must hold a terminal degree in the teaching discipline or a closely related discipline.

Faculty teaching baccalaureate courses must hold a doctoral or master's degree in the teaching discipline and must have completed a minimum of 18 graduate semester hours in the teaching discipline.

Faculty teaching general education courses at the undergraduate level must hold a doctoral or master's degree in the teaching discipline and must have completed a minimum of 18 graduate semester hours in the teaching discipline.

Faculty teaching laboratory courses, applied lessons, and minor ensemble courses must hold a bachelor's degree in the teaching discipline and are usually hired with Instructor rank. They receive direct supervision by a faculty member experienced in the teaching discipline, regular in-service training, and planned and periodic evaluations.

Exceptions to the credentials for each case above are allowed for faculty with discipline specific licensure, certifications, professional experience, or other exceptional qualifications. For each exception, the college or school dean submits a letter of justification to be included in the faculty credential database.

3. Rank of Full-time Faculty on Initial Appointment

A. Tenure-Track Appointments

Tenure track appointments are made to ensure the sustainable operation of the academic functions of the university. Tenure track faculty ensure that the university has sufficient qualified academic personnel for instruction, sufficient research activity for accreditation, and sufficient long-term faculty to ensure shared governance. Such appointments should be made judiciously, maximizing a return on the university's resources.

Tenure-track appointments are probationary appointments for a defined duration that may be renewed annually, based on performance and the needs of the university.

- **Assistant Professor**

To be appointed at the rank of assistant professor, the candidate must hold the earned terminal degree in the discipline.

- **Associate Professor**

To be appointed at the rank of associate professor, the candidate must hold the earned terminal degree in the discipline with significant full-time college level experience. Typically, the candidate will have held the rank of associate professor at a regionally accredited university or college.

- **Professor**

To be appointed at the rank of professor, the candidate must hold the earned terminal degree in the discipline with significant full-time college-level experience. Typically, the candidate will have held the rank of professor at a regionally accredited university or college.

Appointment at the rank of professor will be made by the president or the Board of Trustees in consultation with the Unit Tenure and Promotion Committee in the department/college/school to which the appointment is being made, the University Tenure and Promotion Committee, and the provost and vice president for academic affairs.

B. Appointments with Tenure

An appointment with tenure means an appointment without limit of time. Upon the recommendation of the provost and vice president for academic affairs, who will have consulted with the Unit Tenure and Promotion Committee (and dean, if appropriate) and the University Tenure and Promotion Committee, the president may confer tenure upon newly appointed senior university officials, deans, department chairs, and assistant deans. The president will communicate his or her decision, in writing, to the appropriate parties.

C. Nontenure Track Professorial Appointments

Nontenure track professorial faculty are full-time, continuing-contract employees who provide coordination, continuity, and consistency in instruction and/or administration. Appointees should possess relevant advanced-degree or scholarly or professional credentials, which may vary by discipline and department.

Nontenure track professorial faculty fill roles that are different from those of tenure-track faculty and should not be viewed as a replacement for tenure-track faculty. They are typically employed in positions requiring the expertise of a doctoral degree or other terminal degree, but where the degree or position includes no expectation of scholarly output. Nontenure track positions typically can be distinguished from lecturer positions because the duties of nontenure track positions require credentials beyond those required of lecturer positions; thus, the duties and credentials required for the position determine whether a position is a nontenure track or lecturer faculty position. Therefore, when a

lecturer in a position that requires a master's degree earns a doctorate, the lecturer's appointment is not automatically converted into a nontenure track position; the lecturer's duties are unchanged.

Although nontenure track professorial faculty appointments are primarily teaching positions, they include service and may include administrative and/or supervisory responsibilities. Research is not part of the nontenure track faculty's formal obligations; however, research activities may be recognized when nontenure track faculty undergo annual reviews or are reviewed for reappointment or promotion. Nontenure track faculty are eligible to serve as principal investigators (PIs)/project directors (PDs) on proposals and awards for sponsored programs supporting training in pedagogical and curriculum development; basic, applied and experimental research; and public service and evaluation.

The appointment processes for nontenure track professorial faculty shall reflect the university's overriding commitment to enhance academic excellence and to provide students with the best available educational experience.

Continuing nontenure track professorial appointments are renewable unless otherwise stipulated in the faculty member's contract. Reappointment is at the discretion of the university. Successive reappointments do not confer tenure or other continuing employment status.

Nontenure track professorial faculty are initially appointed to annual contracts. Nontenure track assistant professors are only eligible for one-year contracts. Upon initial appointment, nontenure track associate professors and nontenure track professors are appointed to annual contracts. After three years, they become eligible for three-year contracts. Faculty promoted to nontenure track associate professor or nontenure track professor are eligible for three-year contracts.

Nontenure track professorial faculty may be appointed with the following titles, chosen by the college or school at the time of appointment, as appropriate to the discipline:

- Nontenure track (assistant/associate) professor
- Teaching (assistant/associate) professor
- (Assistant/associate) professor of practice
- Clinical (assistant/associate) professor

Regardless of the exact title, all such faculty are referred to as nontenure track professorial faculty throughout this document.

i. Nontenure Track Assistant Professor

To be appointed at the rank of nontenure track assistant professor, the candidate must hold the earned terminal degree in the discipline or hold a master's degree and have completed all of the coursework required for the terminal degree.

ii. Nontenure Track Associate Professor

To be appointed at the rank of nontenure track associate professor, the candidate must hold the earned terminal degree in the discipline (or hold a master's degree and have completed all of the coursework required for the terminal degree) with significant full-time, college-level experience. Typically, this would include at least six years of relevant teaching and professional experience at Lander University or elsewhere; evidence of supervisory experience (where relevant); superior contributions to the teaching program; and recognition for excellence in the professional field and innovation in the area of instruction.

iii. Nontenure Track Professor

To be appointed at the rank of nontenure track professor, the candidate must hold the earned terminal degree in the discipline (or hold a master's degree and have completed all of the coursework required for the terminal degree) with considerable full-time, college-level experience. Typically, this would include a minimum of 12 years of teaching and related professional experience at Lander University or elsewhere; evidence of exceptional contributions to a university teaching program; and evidence of recognition for leadership and innovation in service within the university, community, and/or professional field.

C. Other Nontenure-Track Appointments

Continuing nontenure-track appointments are renewable unless otherwise stipulated in the faculty member's contract. Reappointment is at the discretion of the university. Successive reappointments do not confer tenure or other continuing employment status. Upon promotion to senior status, instructors and lecturers receive three-year contracts.

i. Laboratory Instructor/Nontenure track Instructor

Laboratory instructors and nontenure track instructors may be given limited service assignments, but they do not serve as faculty-of-record or submit student grades, are exempt from performance requirements in academic research, and are ineligible for tenure and promotion.

To be appointed at the rank of laboratory instructor or nontenure track instructor, the candidate must either hold the master's degree in the discipline or the bachelor's degree with relevant experience.

ii. Lecturer

Lecturers are instructional faculty who serve as the instructor of record for a course. Lecturers do not have research expectations but are required to conduct appropriate service for the university. Lecturers may teach any course (if qualified) but are often hired to teach general education courses and other 100- and 200-level courses.

To be appointed at the rank of lecturer, the candidate must hold the master's or doctoral degree in the discipline.

iii. Artist-in-Residence

Artist-in-residence is a limited-term position, typically for one to three academic years. To be appointed at the rank of artist-in-residence, an individual must have established a record of extraordinary achievement and recognition at the regional, national, or international level. The record of achievement will be evaluated by the department most closely aligned with artist's chosen field and by the University Tenure and Promotion Committee.

iv. Visiting Appointments

Visiting-term appointments are limited-term positions. To be appointed to a visiting position, the candidate must hold credentials comparable to those appointed to a continuing position at the same rank.

Visiting appointments are also used when a faculty member is hired to a position that requires a terminal degree (tenure-track or nontenure track assistant professor) and was advertised as being available to faculty who have almost completed the terminal degree (typically described as "ABD"). If the faculty member has not completed the terminal degree by the start of their contract, their initial appointment shall be as a visiting faculty member of the advertised position. They will follow the reappointment process of first-year faculty, subject to the modifications described below. If faculty are reappointed for a second contract, the terms of their reappointment depend on the status of the completion of the terminal degree. If they have earned the terminal degree before the start of their second contract, they will receive a non-visiting appointment. If they have not earned the terminal degree before the start of their second contract, they will receive a second year in a visiting appointment. If they receive their terminal degree by December 31st of that year, they are subject to the first-year faculty reappointment process, and if reappointed, will begin the next year in a non-visiting appointment. If they have not received their degree by December 31st of that year, they will not be reappointed.

V. Library Faculty

a. Assistant Librarian

To be appointed at the rank of assistant librarian, the candidate must hold an earned terminal degree from a program accredited by the American Library Association.

b. Associate Librarian

To be appointed at the rank of associate librarian, the candidate must hold an earned terminal degree from a program accredited by the American Library Association and have significant experience as a professional librarian. Typically, the candidate will have held the rank of associate librarian or its equivalent at a regionally accredited college or university.

c. Librarian

To be appointed at the rank of librarian, the candidate must hold an earned terminal degree from a program accredited by the American Library Association and have

significant experience as a professional librarian. Typically, the candidate will have held the rank of Librarian or its equivalent at a regionally accredited college or university.

Appointment at the rank of Librarian will be made by the president or the Board of Trustees in consultation with the Library Promotion Committee, the director of library services, the University Tenure and Promotion Committee, and the provost and vice president for academic affairs.

D. Part-Time Appointments

Part-time appointments originate in the college/school/library and are approved according to university policy. These appointments are typically issued on a semester-by-semester basis. Reappointment is at the discretion of the university. Successive reappointments do not confer tenure or other continuing employment status. Faculty members with part-time appointments are non-voting faculty members. Appointments for part-time faculty must adhere to requirements detailed in II.2 Credential Requirements.

III. Evaluation and Promotion of Faculty

1. General Guidelines

Full-time faculty at Lander University engage in teaching or librarianship, service, and continuing professional development. Faculty with appointments that require scholarship also perform scholarship. Senior faculty and academic administrators serve the vital function of helping to develop faculty throughout their careers.

The following expectations inform policies for tenure, promotion, and annual evaluation.

A. Teaching

As an institution focused on teaching, Lander University most values teaching in the evaluation of faculty. As teachers, faculty engage students in a deep investigation of their content area specialties through relevant instruction, provide innovative delivery through research-based practices, and create and regularly revise course offerings, employing evidence-based approaches to improving student learning. The teaching effectiveness of faculty is evaluated through peer observations and evidence provided in annual self-assessments and is informed by student feedback through course evaluations.

B. Service

Institutional service is critical for the effective operation of Lander University and as such, faculty are evaluated regarding their engagement and involvement with University, college/school, and departmental service. Faculty are also encouraged to provide quality service to their profession and/or communities.

Institutional service includes academic advising. As academic advisors, faculty contribute to student learning through effective advising and by building professional relationships with students. Faculty keep accurate and timely records of advising activities, maintain a

professional knowledge of relevant programs of study, and respond appropriately and in a timely manner to students' requests for guidance.

Service also includes effective, professional cooperation with others in the university, especially one's faculty colleagues.

C. Professional Development

The University supports faculty in the pursuit of professional development. All full-time faculty are expected to participate annually in professional development activities that may be related to teaching, service, or scholarship, as appropriate. Such activities include, but are not limited to, attendance at conferences, workshops, or seminars; maintenance of credentials with continuing education; and participation in opportunities from Lander University's Center for Faculty Excellence.

D. Scholarship

Lander University follows the Boyer model for scholarship that includes four types of scholarship: scholarship of discovery, scholarship of integration, scholarship of application, and scholarship of teaching and learning.

The University has established the following minimum requirements for all tenure-track faculty and those tenured faculty who conduct scholarship. Progress towards these goals will be assessed annually:

- Two level 1 activities every six years, or the equivalent.
- At least 6 total scholarly activities within a six-year period.

Level 1 activities are defined as those that require external validation/valuation, occur in publications or venues designed largely for an audience of peers, and are generally regarded at public regional comprehensive universities as significant scholarly achievements for faculty. Faculty supervision of undergraduate research and creative activities, requiring significant input and direction of the faculty member, may qualify to stand in place of one Level 1 activity, as determined by departmental guidelines for scholarly expectations.

Other scholarly activities include, but are not limited to, achievements of a narrower scope or audience, such as conference presentations, substantive non-peer-reviewed publication, regional exhibitions or performances, submission for peer-reviewed publication, book reviews, and review of peers' work.

Departments are responsible for developing scholarly expectations that fit these guidelines, and for clearly identifying acceptable level 1 activities. These expectations must be approved by the appropriate dean. Departments should review their scholarly expectations at least once every two years.

2. Transition to Current Expectations for Scholarly Activity

The scholarly expectations described in section III.1.D above were adopted in March 2023. All faculty who are required to perform scholarship will transition to these expectations as follows:

- Assistant Professors. Upon promotion.
- Associate Professors. Upon promotion or completion of six-year review.
- Professors. The 2025-2026 Academic Year.

3. Annual Evaluators

In colleges and schools with unit chairs, the annual evaluator of faculty shall be the unit chair. In colleges and schools without unit chairs, the evaluator shall be the dean or Director of Library Services. The evaluation of unit chairs is conducted by their dean. Unit chairs, deans, and the Director of Library Services serving in this capacity will be referred to as the evaluator throughout this section of the handbook.

When conducting the annual evaluation of faculty, the evaluator should note faculty strengths and weaknesses. In addition, the evaluation should provide guidance and support to help the faculty member succeed.

4. Documents Used in the Evaluation of Faculty

The following documents are used for the evaluation of faculty members and will be maintained in the evaluation file.

A. Faculty Performance Report

All full-time faculty members will submit a Faculty Performance Report (FPR) to their evaluator. This report provides for the listing of the current distribution of workload and professional development activities related to effective teaching or librarianship, scholarship, academic advising, and service, as well as new or revised professional development goals.

All full-time faculty must annually document their activities in teaching, service, and professional development. Faculty required to conduct scholarship must also document their scholarly activities. When faculty report on scholarly activities, they should make a distinction between reporting progress on an activity and claiming it as a completed accomplishment for annual review. For example, with a peer-reviewed journal article, faculty may annually report progress on the article. If they wish to report it as a completed accomplishment, they may report the accomplishment in the year the article is accepted or in the year that it is published. The year they report it as an accomplishment is the year it will be viewed as a level one activity.

B. Student Evaluations

Student course evaluations will be conducted for every course, class, and section that a part-time or full-time faculty member teaches. The method and criteria for student evaluations must be approved by the school/college faculty and the dean. Faculty receive access to their course evaluations after grades are submitted. Faculty should review their student course evaluations when writing their FPR. The faculty member may respond to the results of the student evaluations in their FPR in order to explain, clarify, or dispute the evaluation results.

C. Peer reviews

Probationary faculty (those under a yearly reappointment schedule, except for associate librarians and librarians) and visiting faculty members will be reviewed by peers annually. All other full-time faculty members will be reviewed by peers every three years. Part-time faculty will be evaluated by at least one peer in at least one class each semester during their first two semesters of employment and at least once every academic year thereafter. During years when peer reviews are scheduled for full-time faculty, a non-tenured faculty member will have two peer reviewers and a tenured faculty member will have one peer reviewer, except in the six-year post-tenure review when two peer reviewers will be assigned. For the six-year post-tenure review, one peer reviewer must be from outside the faculty member's college or school. Librarians will also undergo a review equivalent to the six-year post-tenure review six years after being promoted to associate librarian.

All peer reviewers will be selected by the dean or Director of Library Services in consultation with the unit chair (if applicable) and faculty member. Peer reviewers for deans and the Director of Library Services will be selected by the Provost and Vice President for Academic Affairs in consultation with the dean or Director of Library Services. The dean or Director of Library Services will identify and assign additional peer reviewers when deemed necessary by the evaluator or by the faculty member. The same reviewers should not be assigned to a candidate in consecutive years. Additional teaching observations will be used as part of the annual review, reappointment, third-year review, six-year post-tenure review, and tenure and/or promotion processes as applicable.

All peer reviewers must be full-time faculty members at Lander University. Other requirements are as follows:

- Reviewers of tenured or tenure-track faculty must be tenured, and should be members of the faculty member's unit, or college if there are insufficient unit reviewers.
- For library faculty, all peer reviewers must be full-time faculty librarians of an associate level or higher or, if there are insufficient reviewers, a tenured faculty member chosen by the Director of Library Services from a college or school.
- Reviewers of instructors or senior instructors must be senior instructors, senior lecturers, clinical faculty of associate rank or higher, or tenured faculty.
- Reviewers of lecturers or senior lecturers must be senior lecturers, clinical faculty of associate rank or higher, or tenured faculty.

- Reviewers of clinical faculty must be clinical faculty of associate rank or higher, or tenured faculty.

Each peer reviewer will observe the teaching of their colleague one time. While not required, a reviewer may also observe a second class. The faculty member being observed may also request a second observation. This request will be made in writing to the reviewer and evaluator. Each college will design a peer review rubric, which will include ample space for a qualitative assessment of the candidate, that will be used by peer reviewers when they observe and assess their colleague's teaching. The college will provide a copy of the peer review rubric to the peer reviewers and faculty being reviewed when the peer reviews are assigned.

For Library faculty, the peer reviewer will evaluate the candidate based on the fulfillment of their job description through an auxiliary file showcasing the candidate's professional works and, if applicable, will observe relevant activities.

Within one week of each peer observation, the peer reviewer is encouraged to provide feedback to the faculty member. Within two weeks of the review, they will send a copy of the peer review rubric to the evaluator and the faculty member. The evaluator will send the completed peer review rubric to the dean and Provost and Vice President for Academic Affairs to be placed in the evaluation file. Peer reviews of deans and the Director of Library Services will be sent directly to the Vice President for Academic Affairs.

Faculty may also ask colleagues to observe their teaching in an unofficial capacity to offer feedback and advice. These observations may be included in a faculty member's ancillary file for third-year review or promotion but will not be included among the required materials for annual reviews, reappointment, third-year reviews, six-year post-tenure reviews, or tenure and/or promotion.

5. Official Faculty Files

The Office of Academic Affairs is responsible for maintaining the following files for full-time faculty members. Deans and the Director of Library Services will have access to these files.

A. Personnel File

The personnel file contains the faculty member's original letters of recommendation, employment application, transcripts, and contracts. The faculty member, the President, the Provost and Vice President for Academic Affairs, the faculty member's dean, or Director of Library Services, and the staff members within the Office of Academic Affairs have access to this file. Faculty members may not see the original letters of recommendation if they have waived their right to do so.

B. Evaluation File

The evaluation file contains the faculty member's most recent *vita*, annual FPRs, the results of official student evaluations (except for library faculty), peer reviews, recommendations from the Unit Reappointment Promotion Committee, recommendations from third-year review committees (if applicable), annual evaluations, the faculty member's response(s) to any items in the evaluation file, and any other documents that the faculty member judges to

be important. The faculty member, the President, the Provost and Vice President for Academic Affairs, the faculty member's dean, the University Tenure and Promotion Committee (only when the faculty member is under consideration for tenure and/or promotion), and the staff members within the Office of Academic Affairs have access to this file.

C. Tenure and Promotion Files

Tenure and promotion files are temporary files that are created by the candidate when a change in status is being considered. When a faculty member stands for promotion and tenure simultaneously, these files will be one and the same.

While the file is being prepared, the candidate, the dean, and the Unit Tenure and Promotion Committee will have access to it. When the unit's review is completed, the dean will grant access to the Office of Academic Affairs. At that point, the Provost and Vice President for Academic Affairs, the University Tenure and Promotion Committee, the candidate's dean, and the Office of Academic Affairs will have access to the file.

The candidate may respond to items in the file as described in the tenure and promotion process, and the response will be placed in the file. The file will contain only the documents outlined in the review process for tenure and/or promotion. No materials may be removed from the tenure and promotion file.

D. Ancillary File

A temporary file containing pertinent supporting documents not included in the tenure and promotion file may be created by the candidate and submitted as part of the tenure and promotion review process. The ancillary file is kept with the tenure and promotion file and is made available, at each stage of the process, to those persons then authorized to review the file.

6. Procedures and Policies for the Annual Evaluation of Faculty by the Chair, Dean, or Director of Library Services

A. General Guidelines

Tenure-track and non-tenure-track faculty members who have received notice of nonrenewal will not participate in the annual evaluation process. A faculty member who has officially notified the university of retirement or resignation at the end of the academic year is also exempt from participating in the evaluation process for that academic year. Aside from these exceptions, all full-time faculty members will be evaluated each year.

Full-time faculty whose start dates occur after the beginning of the academic year (i.e., mid-year hires) will receive their first annual evaluation during the following academic year. The first annual evaluation for mid-year hires will include an assessment of the faculty member's performance since their start date. For example, a full-time faculty member who begins in January 2026 will receive their first annual evaluation as part of the 2026-2027 academic year review cycle, which will assess the faculty member's performance since January 2026.

The calendars for faculty evaluations are published in Chapter VII of the *Faculty Handbook*.

B. Evaluation of Part-Time Faculty

When the current needs of the unit warrant reappointment, the evaluator will use peer reviews and student evaluations annually to evaluate part-time faculty.

C. Evaluation of Librarians

Library faculty are evaluated by the Director of Library Services annually, following the process outlined in section D, in the categories of librarianship and service to the university, the profession, and the community.

D. Evaluation of Full-Time Faculty

The annual evaluation procedure for full-time faculty is as follows. The evaluator will review all pertinent documents. At a minimum these include:

- FPRs (self-assessments).
- All student course evaluations administered since the previous annual review. The evaluator will consider only student course evaluations to which the faculty member had access when submitting their FPR.
- Peer reviews, if applicable.

After reviewing these documents, the evaluator will write their evaluation, which must promote faculty improvement and assess performance, and provide it to the faculty member. Following the faculty member's signature accepting the evaluation, the evaluator will forward a copy to the dean. Upon approval of the evaluation, the dean or Director of Library Services will forward a copy of the evaluation to the Provost and Vice President for Academic Affairs for inclusion in the faculty member's evaluation file in the Office of Academic Affairs.

Either the faculty member or the evaluator may request a meeting to discuss the results of the evaluation. Faculty may also choose to submit a written response to their annual review to explain, clarify, or dispute the evaluation results. The faculty member will send the response to the evaluator, and the evaluator must meet to discuss this response with the faculty member. The evaluator will then forward the faculty member's response to the dean, who will forward a copy of the evaluation to the Provost and Vice President for Academic Affairs for inclusion in the faculty member's evaluation file in the Office of Academic Affairs.

E. Evaluating Scholarly Activity

The evaluator reviews the scholarly activity of scholarly active faculty in two ways. The first is a review of the activity for the year, based upon the criteria established by the unit. This evaluation and its results are conducted as any other review of the activities for the year.

The second review evaluates whether the faculty member is meeting the requirements for producing level 1 activities. Such a review examines the activities of the preceding six years. Scholarly active tenured faculty who do not meet the requirements for level 1 activities may

have their annual teaching load and/or service contributions increased and their requirements for scholarly activity removed.

Faculty with scholarship requirements may request an extension to the six-year evaluation period for scholarly activities. These requests follow the procedures for extensions to the tenure clock explained in Chapter IV.III.9.A.ii below.

F. Faculty Members Receiving Unsatisfactory Ratings in Annual Evaluations

If a full-time faculty member receives a rating of “unsatisfactory” in any of the categories (i.e., teaching, scholarship, or service) in the annual review, the evaluator will work with the faculty member and the dean to develop a written plan designed to restore satisfactory performance in that category with appropriate support and assistance from the university. The faculty member’s progress toward restoring satisfactory performance will be gauged in future annual evaluations. If unsatisfactory performance persists for two additional consecutive annual evaluations, procedures for termination will be followed as outlined in Chapter IV.IV.1 of the Faculty Handbook.

Tenured faculty deemed “unsatisfactory” in scholarship may instead have their annual teaching load and/or service contributions increased and their requirements for scholarly activity removed, as stated above in section E. These alterations in duties will be developed in consultation with the chair and dean, and the dean will make the final recommendation to the provost and vice president for academic affairs for approval.

7. Reappointment of Non-Tenure-Track and Probationary Tenure-Track Faculty

Reappointment decisions for non-tenure-track and probationary tenure-track faculty, including first-year faculty, occur during spring semester. All full-time, non-tenured faculty are reviewed for reappointment annually except for senior instructors; senior lecturers; non-probationary clinical faculty, who are reviewed every third year; and clinical professors, who are reviewed every sixth year.

A. Unit Reappointment and Promotion Committee

The Unit Reappointment and Promotion Committee (URPC) consists of all tenured faculty within the candidate’s unit, except for the evaluator and dean. If the number of tenured faculty members in the candidate’s unit is fewer than three, additional tenured faculty members from within the university shall be selected by the dean in consultation with the unit chair and the faculty member being reviewed. A chair of the URPC is elected from among the members present. For non-tenure-track faculty, the URPC may also include senior lecturers, senior instructors, or associate librarians from within the faculty member’s unit.

The URPC works collaboratively with the evaluator to assess the faculty member’s candidacy for reappointment. The evaluator and the dean attend the URPC meeting and participate in discussions but do not vote on reappointment.

The URPC reviews the faculty member’s annual FPR, peer reviews, and student course

evaluations. They may also request access to all previous years' FPRs, annual evaluations, peer reviews, student course evaluations, and URPC recommendations for the faculty member. The URPC deliberates and votes on the reappointment of the faculty member. The committee chair forwards the committee's recommendation, including a rationale and the number of votes for and against, to the evaluator. The evaluator sends the URPC's recommendation to the dean and Provost and Vice President for Academic Affairs for inclusion in the evaluation file.

B. Evaluation and Reappointment Decision

The evaluator will consider the faculty member's FPR, peer reviews, student course evaluations, and the recommendations of the URPC when completing the faculty member's annual evaluation. In years when the faculty member is reviewed for reappointment, the evaluator submits to the dean, along with their annual evaluation, a recommendation for reappointment or non-reappointment. Deans will complete this step alone in colleges or schools without chairs, and the Director of Library Services will complete this step alone for library faculty.

C. Reappointment Meeting

The dean or Director of Library Services schedules a reappointment meeting with the faculty member. The dean may conduct this meeting with or without the chair or may delegate this meeting to the chair. The evaluation must promote faculty improvement and assess performance. Following the reappointment meeting with the faculty member, the dean or Director of Library Services submits a written recommendation on reappointment to the Provost and Vice President for Academic Affairs. The dean's/director's recommendation should include the results of the annual evaluation, the URPC's recommendation (if applicable), and a rationale for reappointment or non-reappointment. For assistant professors, clinical assistant professors, assistant librarians, lecturers, and instructors, the dean's recommendation should also address whether the faculty member is on track to be promoted.

The Provost and Vice President for Academic Affairs will acknowledge receipt of the recommendation and notify the faculty member of the reappointment decision.

A tenure-track faculty member, senior instructor, senior lecturer, or non-probationary clinical faculty member who is not reappointed may be awarded a terminal, one-year contract. The awarding of a terminal, one-year contract will be determined by the Provost in consultation with the appropriate dean and will be based upon the reasons for non-reappointment. They will not be awarded such a contract if their employment is terminated, as explained in the Termination section of the *Faculty Handbook*.

D. Third-Year Reviews of Non-Tenured Faculty

In their third year of service, tenure-track and probationary non-tenure-track faculty receive a third-year review from a committee comprising the dean or Director of Library Services, the evaluator, the URPC, and one tenured faculty member from outside their college or school. The dean or Director of Library Services selects the outside member of the third-year review committee. A chair of the third-year review committee is elected from

among the members. The third-year review takes place in spring semester and replaces that year's annual evaluation and reappointment process. For this review, the faculty member submits a third-year review portfolio that addresses teaching or librarianship, scholarship, and service, using the same materials and format required for tenure and promotion.

The third-year review committee will review this portfolio, meet, determine whether the faculty member is on track for tenure and/or promotion, and make recommendations for improvements. The committee chair forwards the committee's decision and recommendations to the evaluator. The evaluator will use the third-year portfolio and recommendations from the third-year review committee to conduct the annual evaluation. Based on the third-year review committee's review and the evaluator's evaluation, the dean or director writes the third-year review, shares it with the faculty member, and schedules a meeting to discuss the results. The third-year review will inform the faculty member of whether they are on track for tenure and/or promotion and provide recommendations for improvement.

The third-year review includes a recommendation for reappointment, which the dean or Director of Library Services submits to the Provost and Vice President for Academic Affairs, for inclusion in the faculty member's evaluation file.

In exceptional cases, faculty granted years toward tenure and/or promotion on their initial appointment may be eligible to apply for tenure and/or promotion in their third year of service. These faculty will not receive a third-year review.

8. Annual Evaluation Procedures for Faculty with Administrative Appointments

A. Evaluation of the President

The Board of Trustees evaluates the performance of the president annually based on procedures and criteria established by the board. The board's evaluation may involve the services of outside consultants if deemed advisable by the board. A survey of faculty opinion about the president's performance is conducted annually in accordance with procedures developed by the Faculty Senate. Results of this survey are delivered to the president.

B. Evaluation of the Provost and Vice President for Academic Affairs The provost and vice president for academic affairs is appointed by and responsible to the president. The provost and vice president for academic affairs is evaluated annually by the president. A survey of faculty opinion of the performance of the provost and vice president for academic affairs is conducted annually in accordance with procedures developed by the Faculty Senate, and the results are shared with the president and with the provost and vice president for academic affairs.

C. Evaluation of Deans

Deans will be evaluated annually, both as faculty members and as administrators, by the provost and vice president for academic affairs. The summary evaluation will be placed in the dean's evaluation file. A copy will be given to the dean, and results of the evaluation will

be shared with the president.

In their capacity as administrators, deans will be evaluated on performance of their specific administrative duties. The Faculty Senate will conduct a survey of each college faculty to determine each college faculty's opinion of the dean's performance of his or her administrative duties. The dean and the provost and vice president for academic affairs will be provided with a copy of these results. The provost and vice president for academic affairs will consider the results of these evaluations in preparing the evaluation of the dean as an administrator.

In evaluating the dean as a faculty member, the provost and vice president for academic affairs will use the same procedures set forth for evaluation of full-time faculty, except that peer evaluators will be selected (when appropriate) by the provost and vice president for academic affairs in consultation with the dean.

D. Evaluation of Department Chairs/Assistant Deans

Department chairs and assistant deans will be evaluated annually, both as faculty members and as administrators, by the dean. The evaluation will be placed in the evaluation file of the department chair/assistant dean, and copies of the evaluation will be given to the department chair/assistant dean and to the provost and vice president for academic affairs.

In their capacity as administrators, department chairs/assistant deans will be evaluated on performance of their specific administrative duties. The Faculty Senate will conduct a survey of each unit's faculty to determine each unit's opinion of the department chair's/assistant dean's performance of his or her administrative duties. The dean and the chair/assistant dean will be provided with the results of the survey. The dean will consider the results of these evaluations in preparing his or her evaluation.

In evaluating the department chair/assistant dean as a faculty member, the dean will use the same procedures set forth for evaluation of full-time faculty, except that peer evaluators will be selected (when appropriate) by the dean in consultation with the department chair/assistant dean.

E. Evaluation of the Director of Library Services

The director of library services will be evaluated by the provost and vice president for academic affairs using the procedure for college deans, with the exception that faculty evaluations of performance will not be conducted for the director of library services.

F. Evaluation of the Associate Provost and Assistant Provosts

Associate and assistant provosts will be evaluated by the provost and vice president for academic affairs using the procedure for college deans with the exception that faculty evaluations of performance will not be conducted for the associate provost.

G. Evaluation of Program Directors Who Report Directly to the Provost

Program directors who report directly to the provost and vice president for academic affairs (e.g., Director of the Honors College, Director of General Education, and the like) will be evaluated by the provost in their capacity as administrators using the procedure described for

college deans in section C above. Their performance as faculty will be evaluated separately through the faculty annual evaluation process.

9. Tenure and Promotion Procedures and Policies

Promotion at all ranks at Lander University presupposes the demonstration of excellence in teaching or librarianship, satisfactory service, and continuing professional development. Faculty required to conduct scholarship must also demonstrate satisfactory scholarship.

Faculty rank is one means whereby the university seeks to acknowledge the qualifications and achievements of individual faculty members. Faculty members may apply for promotion to a higher rank when they become eligible or may delay application until they believe that the time is more appropriate. Individuals may apply for tenure and promotion consideration at the same time. Promotion alone does not carry a commitment by the university to award tenure.

A. Tenure

i. Definition of Tenure

Academic tenure is one means by which the university seeks to ensure academic freedom and to recognize both the contributions and the potential contributions of outstanding faculty members to the mission of the institution. An appointment with tenure is an appointment without limit of time that can be terminated only as provided for in the *Faculty Handbook*.

ii. Eligibility for Tenure

To be eligible for consideration for tenure, the faculty member must typically meet the requirements for tenure upon initial appointment or be or have been promoted by Lander University to the next higher faculty rank before standing for tenure. Under extraordinary circumstances as approved by the president, a faculty member may be eligible for tenure without standing for promotion.

Candidates will usually be considered for tenure beginning in the fall semester of their sixth year of full-time college-level employment, which may be reduced based on credit for prior experience given at the time of initial appointment. If a candidate wishes to be considered for tenure one year before he or she is eligible, the candidate may notify the dean of his or her intent. Faculty awarded credit toward tenure on initial appointment are not eligible to apply early. Candidates considered for early tenure will be evaluated by the same criteria as candidates applying after six years of full-time employment and will typically be given a terminal contract if tenure is denied.

Under extraordinary extenuating circumstances (e.g., extended illness, the birth or adoption of a child, primary care of a child, spouse, or parent who is seriously ill, or national pandemic of substantial duration) which caused disruption in the candidate's projected professional development, the candidate may request a one-year extension of the probationary period. The request must be submitted in writing to the faculty member's dean no later than March 1st of the year in which the tenure and promotion

application is scheduled. Note, candidates may request an extension well before this deadline; candidates are advised that requesting an extension earlier rather than later allows for the greatest degree of flexibility and clarity in planning for professional development. The request for an extension of the probationary time period will be reviewed, with a recommendation for or against, by the department chair (if applicable) and dean, with the final decision made by the provost and vice president for academic affairs no later than 30 days after it has been requested. If approved, this decision is noted in the appointment records of the faculty member, and the new date is considered their official date for seeking tenure and promotion. Note, the new deadline is treated just as if it were the original deadline, meaning candidates may still choose to seek tenure and promotion one year before the new deadline if they realize they no longer need the extra time to prepare a strong portfolio. If the extraordinary circumstances persist and disruption continues, the candidate may request an extension of one additional year. The timeline for requesting an additional extension is the same as the timeline outlined above, meaning that a candidate in an extraordinary circumstance may in one request seek two years of extension of their timeline. When undergoing tenure and promotion review, a candidate who has received an extension of the probationary period shall be judged by the same standards as other candidates and in no way shall be penalized for the extra time granted to them.

Non-tenure-track and part- time faculty are not eligible for tenure.

iii. Criteria for Tenure

The criteria considered for the awarding of tenure are effective teaching and advising, scholarship, service, and collegiality. Effective teaching is regarded as the primary, although not the sole, criterion for tenure at Lander University. Faculty members are also expected to engage in advising and scholarship/creative activity and to work collegially and professionally within the department, the college/school, and the university to achieve common goals. Specific performance criteria appropriate to a given discipline will be generated by the individual department, college or school; will be disseminated to all faculty; and will be reviewed at least every five years. The criteria and the date of their implementation must be approved by the faculty of the department, college, or school; by the dean; and by the provost and vice president for academic affairs prior to implementation.

B. Promotion

Faculty rank is one means whereby the university seeks to acknowledge the qualifications and achievements of individual faculty members. Faculty members may apply for promotion to a higher rank when they become eligible or may delay application until they believe that the time is more appropriate. Individuals may apply for tenure and promotion consideration at the same time. Promotion alone does not carry a commitment by the university to award tenure. If tenure and promotion are considered simultaneously, the tenure and promotion files will be one and the same, and the Unit Tenure and Promotion Committees will be one and the same.

Note, only outstanding faculty should apply for promotion and/or tenure in less than six

years. Faculty who apply early (after only five years) for promotion and/or tenure are held to the same standards as faculty who apply after the standard six years of time.

i. Eligibility and Criteria for Consideration for Promotion

Candidates will be eligible to apply for promotion in any year in which they meet the qualifications for the rank to which they wish to be promoted. Faculty awarded credit toward promotion on initial appointment are not eligible to apply early.

Additional performance criteria, more appropriate to a given discipline, may be generated by the department/college/school/library. Such criteria and the date of their implementation must be approved by faculty members in the department/college/school/library by the dean or the director of library services and by the provost and vice president for academic affairs prior to their implementation.

a. Promotion to Senior Instructor or Senior Lecturer

To be eligible for consideration for promotion to the rank of senior instructor or senior lecturer, a faculty member must have at least five, and usually six years of service to the university at the rank of Instructor or nontenure-track lecturer and meet the qualifications for those positions. Promotion to senior instructor or lecturer presupposes the demonstration of strength in teaching and satisfactory service.

b. Promotion to Assistant Professor

To be eligible for consideration for promotion to the rank of assistant professor, a faculty member must have at least five, and usually six years of service to the university at the rank of tenure-track lecturer or have completed the terminal degree in the discipline.

c. Promotion to Associate Professor, Clinical Associate Professor, or Associate Librarian

To be eligible for consideration for promotion to the rank of associate professor, a faculty member must (at the time the promotion would become effective) meet the minimum degree requirements as described in Chapter IV and have a strong record of performance at the university over a period of at least five, and usually six years, of which at least five years must be at the rank of assistant professor unless credit for prior experience was awarded at the time of initial appointment. Promotion to associate professor presupposes the demonstration of excellence in teaching, scholarship, and service. Promotion to clinical associate professor is identical, except scholarship is not required.

To be eligible for consideration for promotion to the rank of associate librarian, a faculty member must (at the time the promotion becomes effective) meet the minimum degree requirements described in Chapter IV and have a strong record of performance at the university over a period of at least five, and usually six years, of which at least five years must be at the rank of assistant librarian unless credit for prior experience was awarded at the time of initial appointment. Promotion to

associate librarian presupposes the demonstration of excellence in librarianship and service.

d. Promotion to Professor, Clinical Professor, or Librarian

To be eligible for consideration for promotion to the rank of professor, a faculty member must (at the time the promotion would become effective) have a strong record of performance at the rank of associate professor for a recommended period of at least six years and hold the earned terminal degree. Promotion to professor presupposes the demonstration of excellence in teaching, scholarship, and service. Although these are the same factors considered for promotion to associate professor, the extent and the significance of accomplishment distinguishes the two academic ranks. Only achievements in teaching, scholarship, and service made after the candidate's last promotion will be considered for promotion to the rank of professor. Promotion to clinical professor is identical, except scholarship is not required.

To be eligible for consideration for promotion to the rank of librarian, a faculty member must (at the time the promotion would become effective) have a strong record of performance at the rank of associate librarian for a recommended period of at least six years, unless credit for prior experience was awarded at the time of initial appointment, and hold the earned terminal degree. Promotion to librarian presupposes the demonstration of excellence in librarianship and service. Although these are the same factors considered for promotion to associate librarian, the extent and significance of accomplishment distinguishes the two academic ranks. Only achievements in librarianship, scholarship, and service made after the candidate's last promotion will be considered for promotion to the rank of Librarian.

C. Tenure and Promotion Review Process

The timeline for the tenure review process is published in Chapter VII of the *Faculty Handbook*.

i. Confirmation of Candidacy for Tenure and/or Promotion

Records shall be maintained in the offices of deans of when their faculty are eligible for tenure and/or promotion. The office of the provost and vice president for academic affairs shall maintain a similar record.

By May 1st faculty shall inform their dean in writing of their intent to apply for tenure and/or promotion in the following fall semester. By May 15th, deans shall create a list of their faculty applying for tenure and/or promotion and submit it to the office of the provost and vice president for academic affairs. The provost's office shall confirm the eligibility and inform the dean. The dean shall confirm, in writing, the faculty member's eligibility for candidacy to the candidate. If faculty do not inform the dean of their intent to apply, it is assumed that they are not applying for tenure and/or promotion.

Probationary faculty must notify their dean in writing of their desire to apply for tenure

by May 1st before the fall in which they are eligible for tenure. If such faculty do not inform the dean of their intent to apply before the deadline, it is assumed that they are not applying for tenure and will receive a terminal contract.

ii. Submission of Tenure and/or Promotion File

The candidate will submit to the dean or to the director of library services a file that will contain the following items:

- A professional development statement that explains how the candidate has met or exceeded requirements and expectations for tenure and/or promotion. This statement should address all areas relevant to the candidate's faculty position, including teaching, service, and scholarship (as applicable).
- The Initial Faculty Development Plan (for tenure cases only);
- A copy of the department, college, or school performance criteria, with the dates during which they were in force;
- Written confirmation of eligibility for tenure and/or promotion from the dean;
- The candidate's current *vita*;
- Faculty Performance Reports for all years under review;
- A table listing all courses taught in the years under review and showing which courses were evaluated by students;
- Results of official student evaluations (except for library faculty);
- Peer evaluations/Teaching observations;
- Recommendations of Unit Reappointment Committees;
- Annual evaluations by the dean or the director of library services for all years under review; and
- Course syllabi for the current semester (except for library faculty).

Additional pertinent supporting items may be included in an ancillary file that will accompany the tenure file throughout this process.

The candidate will be able to access recommendations by peer reviewers, the Unit Tenure and Promotion Committee, and the dean. The candidate will not have access to recommendations beyond the dean step until the tenure and promotion review process is completed.

iii. Peer Review

Early in the fall semester, the dean or the director of library services, in consultation with the candidate, will appoint two peer evaluators who are not current members of the University Tenure and Promotion Committee.

The peer evaluators will each visit the candidate's class at least twice and will review the candidate's tenure and/or promotion file before submitting letters of evaluation. For Library faculty, the peer evaluators will evaluate the candidate based on the fulfillment of his or her job description through an auxiliary file showcasing the candidate's professional works and, if applicable, will observe

relevant activities. The peer evaluators will review the candidate's tenure and/or promotion file before submitting letters of evaluation. Each letter shall address all aspects of the candidate's performance and include a recommendation regarding the awarding of tenure and/or a promotion of the candidate.

The peer evaluators' letters will be placed in the promotion file located in the dean's or the director of library service's office.

iv. Review by the Unit Tenure and Promotion Committee

The dean or the director of library services will activate the Unit Tenure and Promotion Committee. In colleges and schools, the Unit Promotion Committee will consist of all the tenured faculty members within the unit, except for the candidate, the dean, and the members of the University Tenure and Promotion Committee. If the number of tenured faculty members in the candidate's unit is fewer than three, additional committee members shall be selected from within the university by the dean in consultation with the department chair/assistant dean and the candidate. In the Library, the Tenure and Promotion Committee will consist of all faculty who hold the rank of Associate Librarian or Librarian. If the number of Library faculty members who hold these ranks is fewer than three, additional committee members shall be selected from within the university by the director of library services in consultation with the candidate.

Upon notification that the file is ready for review, the committee will meet and elect a chair from among its members. The committee will review the candidate's promotion file, deliberate, and vote on the tenure and/or promotion of the candidate.

The chair of the Unit Promotion Committee is responsible for

- Conducting the business of the committee and maintaining written correspondence with the candidate and the dean or the director of library services.
- Submitting the committee's written recommendation to the candidate's tenure and/or promotion file. The recommendation will address each university criterion for promotion and, if applicable, each department/college/school/Library criterion for promotion, indicating the number of votes for and the number of votes against promotion, with the rationale reviewed by the full committee.
- Sending a copy of the recommendation to the candidate, signing the Promotion Review Process Form, indicating that the process has been followed, and notifying the dean or the director of library services.

v. Review by the Dean or Director of Library Services

The dean or the director of library services will complete the review of the candidate's file and submit a written recommendation (including a rationale) regarding the promotion of the candidate in the candidate's file.

The candidate may submit an optional response to the dean's recommendation within five working days, including rejoinders to the recommendations of peer reviewers and the Unit Tenure and Promotion Committee.

vi. Review by the University Tenure and Promotion Committee

The University Tenure and Promotion Committee will begin its review of all their candidates for tenure and/or promotion. During the review of files, the validity of activities approved by a faculty member's department and the appropriate dean are not challenged by the Tenure and Promotion Committee. Clarifying questions can be asked. After the Tenure and Promotion Committee completes its review of files for the academic year, concerns about the inclusion or exclusion of specific activities under consideration for tenure and/or promotion may be addressed to the provost by any faculty member. The provost, after consultation with the appropriate dean(s), will remand the tenure and/or promotion criteria back to the unit for review by the unit's faculty. The appropriate dean(s) will consult with the unit's faculty and make a decision on updates to the tenure and/or promotion activities. Final approval will be determined by the provost. Changes made in accordance with the above process will implement upon each faculty member's next tenure and/or promotion cycle. The criteria in place at the time of hiring or most recent tenure and/or promotion is used to determine decisions during the next tenure and/or promotion. A faculty member may choose to use subsequent criteria if they so choose.

The committee will deliberate, vote, and send to the provost and vice president for academic affairs a written recommendation that will include the number of votes for and the number of votes against the awarding of tenure and/or promotion, with a rationale reviewed by the committee, to be placed in the candidate's tenure and/or promotion file. The chair of the Tenure and Promotion Committee is responsible for signing the Tenure Review Process Form and sending a copy of the committee's recommendation to the members of the University Tenure and Promotion Committee.

If candidates wish to withdraw their candidacy for promotion and or tenure, they must do so before this step has begun.

vii. Review by the Provost and Vice President for Academic Affairs

The provost and vice president for academic affairs will begin review of each tenure and/or promotion file and all recommendations submitted and will determine his or her recommendation regarding the awarding of tenure and/or promotion.

If upon reviewing a candidate's tenure file, the provost and vice president for academic affairs concurs with the recommendation of the University Tenure and Promotion Committee, he or she shall add his or her recommendation to the candidate's tenure file, sign the Tenure and/or Promotion Review Process Form, and forward the file to the president.

Upon reviewing a candidate's promotion file, if the provost and vice president for academic affairs does not concur with the recommendation of the University Tenure and Promotion Committee, he or she shall meet with the committee to

determine whether an agreement on the recommendations for each candidate can be reached.

Regardless of the outcome of the meeting, the provost and vice president for academic affairs shall add his or her recommendation to the candidate's tenure file, sign the Tenure and/or Promotion Review Process Form, and forward the tenure file to the president.

viii. Review by the President

The president will review the candidate's tenure and/or promotion file and decide for or against the awarding of tenure and/or promotion.

Should the president disagree with the recommendations concerning tenure in the file, the president will meet with the appropriate reviewers to discuss the case.

The president's decision will be provided, in writing to the candidate and will become part of the candidate's tenure and/or promotion file and personnel file.

If the promotion decision is not to promote the candidate, the faculty member should consult with the provost and vice president for academic affairs concerning recommendations for specific measures for improvement.

The president will notify the entire faculty of those faculty members who have been awarded tenure and/or promoted.

ix. Appeal Process

A faculty member who has been notified of a decision not to grant tenure or award promotion and who alleges that university policies and procedures have not been followed may request a hearing by the Academic Freedom, Grievance, and Due Process Committee, which shall be appointed by the Faculty Senate. The request for a hearing must be made to the president and to the Faculty Senate by the established deadline.

The Academic Freedom, Grievance, and Due Process Committee will meet, deliberate, and submit its written recommendations to the president no later than May 15. The president will convey his or her decision to the faculty member and to the Academic Freedom, Grievance, and Due Process Committee no later than June 1.

If denied tenure, a faculty member typically will be given a one-year terminal contract, unless an extension of time is granted by the president.

The status of an Instructor, Lecturer, or Associate Professor denied promotion remains unchanged. However, all faculty who are denied promotion will be ineligible to reapply for promotion until the third academic year following denial.

D. Salary Increases for Promotion

Salary increases for promotion will be as follows:

- Instructor to senior lecturer \$3,000
- Lecturer to senior lecturer \$3,000
- Lecturer to assistant professor \$4,000
- Assistant professor to associate professor; assistant clinical professor to clinical associate professor; or assistant librarian to associate librarian \$5,000
- Associate professor to professor; associate clinical professor to clinical professor, or associate librarian to librarian \$7,000

10. Six-Year Post-Tenure Evaluation

A. Requirement for Six-Year Post-Tenure Evaluation

Tenured faculty members who hold the rank of Assistant Professor or Associate Professor must participate in a post-tenure review no more than six years after being awarded tenure. This review will also serve as the annual review in the year in which it occurs. If a faculty member chooses to stand for promotion less than six years after being awarded tenure, the post-tenure review will occur at that time. If the post-tenure review coincides with a faculty member's standing for promotion, the post-tenure evaluation will be satisfied by the faculty member's promotion file. A satisfactory post-tenure review does not necessarily guarantee that a faculty member will have met all the requirements for promotion to a higher rank. If the faculty member's application for promotion is denied, the decision regarding the success of the post-tenure review will be made by the provost and vice president for academic affairs in consultation with the faculty member's dean.

If a faculty member is eligible to stand for promotion in the same year that the six-year post-tenure review would occur, but chooses not to stand for promotion, the faculty member must complete the six-year post-tenure review as described below, and the decision regarding the success of the six-year post-tenure review will be made by the faculty member's dean.

A faculty member who is due to participate in a six-year post-tenure review, but who has officially notified the university of retirement or resignation at the end of the academic year, is exempt from participating in the process.

The calendar for the six-year-post-tenure review process is published in Chapter VII of the *Faculty Handbook*.

B. Post-Tenure Review Process

i. Preparation of File

The faculty member will create a file containing the following items that will be made available to peer evaluators and to the dean:

- The faculty member's current vita that covers at least the time period under review;
- All Faculty Performance Reports submitted during the time period under review;
- The results of all official student evaluations conducted during the time period under review;
- Course syllabi for three representative courses taught during the time period under review. (When appropriate, these should include one upper-level major course, one lower-level major course, and one non-major service course.);
- Any evaluation portfolios required by the college/school and created during the time period under review; and
- Reports detailing work done during sabbaticals or work associated with grant projects underway during the time period under review. (The format of these reports is left to the discretion of the faculty member.)

ii. Peer Review

Two peer evaluators at or above the rank of the faculty member being reviewed will be selected from the full-time Lander University faculty by the dean in consultation with the faculty member. One peer should be a member of the faculty member's discipline; the other peer must be external to the faculty member's college. The peer evaluators' letters will be sent to the dean and made available to the faculty member.

iii. Dean's Evaluation

The dean will complete the evaluation and will forward the results of the evaluation, along with the recommendation, to the provost and vice president for academic affairs and to the faculty member.

The faculty member may submit an optional response to the dean's recommendation within five working days, including rejoinders to the recommendations of peer reviewers.

iv. Evaluation by the Provost and Vice President for Academic Affairs

The provost and vice president for academic affairs will review the materials submitted and the dean's recommendation and will make a determination about satisfactory completion of the post-tenure review, which will be communicated to the faculty member and to the dean.

11. Post-Tenure Release from Scholarly Expectations

Once tenure is earned, a faculty member who conducts scholarship can continue to follow the same scholarly expectations required for promotion, or they can request to increase their teaching and/or service loads in lieu of scholarship. The dean will consider such requests and make a recommendation to the provost and vice president for academic affairs for approval.

A. Process for Regaining Scholarly Active Status

Faculty who voluntarily move to the teaching track may return to scholarly active status by informing their dean (and chair, if applicable) in writing that they wish to change their status for the following academic year. Such a request must be made by March 1st. Requests made after this date may not be honored.

Faculty who were moved to the teaching track involuntarily (see Chapter IV.III.6. sections E. and F. above) can regain scholarly active faculty status by achieving a level 1 accomplishment. This change in status takes effect no later than the academic year following the academic year of the accomplishment. However, the dean may grant it earlier if it is feasible. For example, if a faculty member achieves a level 1 activity in July of 2023, the change in status will take effect no later than the 2024-2025 academic year. However, if the relevant dean determines that the course schedule would not be harmed, the dean could grant a change of status for the 2023- 2024 academic year.

B. Resetting the Six-Year Timeline for Faculty Returning to Scholarly Active Status

Faculty who were involuntarily moved to the teaching track have their six-year timeline reset after returning to scholarly active status. The year of the level 1 accomplishment that returned them to scholarly active status is the first year in their timeline.

Faculty whose scholarly active status was removed due to their being full-time faculty administrators have their timeline for scholarly activity review begin upon their second year as non-administrative faculty. This allows them time to resume their research.

Faculty who voluntarily moved to the teaching track shall be evaluated on the previous six years they served as scholarly active faculty. If their period of non-active status was three or more years, their timeline will reset in the same manner as administrative faculty, as described above.

12. Review and Assessment of Faculty Evaluations

Every three years, beginning in the 2023 academic year, the Faculty Senate will undertake a substantive review and internal assessment of the annual evaluation system, including the requirements for promotion and tenure, so that constructive recommendations for improvement are periodically received and reviewed by the Senate.

IV. Procedures for the Termination of a Faculty Appointment

1. Grounds for Termination

Termination proceedings of an appointment with continuous tenure or of a probationary tenure-track appointment before the end of the term specified in the contract may be initiated by the institution only for adequate cause, defined as follows:

- Demonstrably *bona fide* institutional decisions (resulting from educational or financial exigencies, and made only with faculty input) involving the discontinuation of programs, but only after giving the faculty member 12 months' notice;
- Physical or mental inability to fulfill the terms and conditions of the appointment; and
- Cause, which shall include but not be limited to, incompetence, neglect of duty, dishonesty, conviction of a felony, or willful and repeated violations of university rules and regulations.

Threat of dismissal will not be used to restrain faculty members in the exercise of academic freedom.

2. Notification of Intent to Dismiss a Faculty Member

Dismissal of tenured faculty is a matter of utmost gravity, and the decision to dismiss must be weighed with a careful regard to the rights of all parties directly concerned. The president (or the provost and vice president for academic affairs if the president is directly involved) will send notification of the intent to dismiss, including reasons, to the faculty member.

3. Dismissal Hearing

A faculty member who has been notified of the intent to dismiss may request a hearing by notifying the president and the provost and vice president for academic affairs within 30 days of receiving notification of intent to dismiss. After a request for a hearing has been made, the faculty member will not be suspended during the proceedings unless the president determines that immediate harm to the rights and/or safety of others is threatened by the faculty member's continued exercise of academic duties.

The chair of the Faculty Senate will follow Faculty Senate guidelines in selecting members of an Academic Freedom, Grievance, and Due Process Committee. The committee will conduct the hearing within 60 days of the request for a hearing. The Academic Freedom, Grievance, and Due Process Committee will determine the scope of the proceedings and the range of evidence to provide fairness to all parties involved. The faculty member and the university will each have the right to retain counsel, to present witnesses and evidence, and to cross-examine all witnesses. The committee will prepare a written transcript of the hearing and will provide a copy to all parties involved.

4. Decision on Termination of Appointment

Within 30 days after all parties have been heard and all relevant evidence has been examined, the Academic Freedom, Grievance, and Due Process Committee will deliberate and make a recommendation. The president, the provost and vice president for academic affairs, and the faculty member will each be given copies of the written recommendation and a summary of the relevant evidence. Within 30 days of receiving the recommendation of the Academic Freedom, Grievance, and Due Process Committee, the president will decide whether to dismiss the faculty member or to withdraw the intent to dismiss. In the event that the president's decision does not agree with the committee's recommendation, the president will provide to the chair of the committee and to the faculty member involved, in writing, the reasons for his decision.

5. Appeal Process

In the event of a decision for dismissal, a petition for review of the dismissal decision may be made, in writing, within 30 days of notification of the decision to the Lander University Board of Trustees. Such petitions must fully state the grounds of appeal and may include a request for a hearing with the board. The final decision is made by the Board of Trustees and will be communicated to the faculty member and to the university.

V. University Leave Policies

1. Sabbatical Leave

Sabbatical leave provides full-time faculty members relief from regular university responsibilities. Faculty taking sabbatical leave will pursue scholarly and creative goals that would be difficult or impossible to achieve while under the demands of these regular responsibilities. While recipients are not expected to perform university duties during their sabbaticals, requests from the recipient to provide limited university service may be negotiated with the VPAA and recipient's dean. Faculty are not eligible to teach courses at Lander University during sabbatical leave.

Sabbatical leave may be granted to faculty members subject to the following guidelines.

A. Eligibility

Tenured faculty members with the rank of Assistant Professor or higher who have been employed at Lander University for at least six years are eligible to apply for a sabbatical leave. A terminal degree is not required, and the leave is not intended as a means of funding work toward academic degrees. Faculty members are eligible for a sabbatical leave every seven years.

B. Conditions

Sabbatical compensation will be half pay for one year or full pay for one semester. Fringe benefits will be extended through the sabbatical period. The faculty member will teach at

Lander University for a period of at least two semesters, excluding summer terms, after completion of the sabbatical leave or will repay the compensation received during the leave.

For the purposes of promotion and annual raises, sabbatical leave will be counted as time in rank.

C. Criteria

The quality of the proposal, the likelihood of its successful completion, whether the proposal is consistent with the individual's scholarly and creative goals, and financial feasibility will be the primary criteria for awarding a sabbatical leave. Seniority of the applicant may be a consideration when proposals of equal quality are submitted, but it should never be the overriding criterion.

D. Sabbatical Proposal Process

i. Submission of Proposal

The faculty member submits a proposal for a sabbatical leave to the department chair/assistant dean and to the dean.

The proposal must:

- Describe the project that the faculty member intends to pursue;
- Propose a calendar for the project;
- Indicate the preparations already made for undertaking the project;
- Explain how the project supports or is consistent with the applicant's scholarly or creative goals;
- Indicate any benefits of the project to the faculty member, department or college, students, or university; and
- Include an updated *curriculum vitae*.

ii. Peer Evaluation of the Proposal

The dean and the faculty member submitting a proposal will identify three faculty peer evaluators (preferably tenured faculty members) from the faculty member's college/school to review the proposal and submit a recommendation regarding the sabbatical leave to the dean.

iii. Evaluation of the Proposal by the Dean

The dean will write an evaluation of the proposal and submit all documents to the Faculty Senate Grants Committee. Senators applying for sabbatical leaves may not serve on this committee.

iv. Review of Sabbatical Proposals by the Faculty Senate Grants Committee

The Faculty Senate Grants Committee will meet to evaluate proposals and to recommend the priority of funding by assigning each proposal a numerical rank. The

committee will forward its recommendations to the provost and vice president for academic affairs.

v. Determination of Sabbatical Awards

The provost and vice president for academic affairs will consult with the department chair/assistant dean and with the dean to determine the financial feasibility of granting the sabbatical leave and the possibility of recruiting an individual who would temporarily replace the faculty member requesting the sabbatical leave during the period of the leave.

The provost and vice president for academic affairs will consult with the president to determine how many of the recommended sabbatical leaves may be funded.

The faculty member will be informed whether the requested sabbatical leave will be awarded.

vi. Post-Sabbatical Report

In the semester following the sabbatical leave period, the faculty member will provide to the dean, to the department chair/assistant dean, and to the provost and vice president for academic affairs a written progress report detailing the work completed while on sabbatical leave. Upon completion of the sabbatical leave project, a final written report will be submitted to the dean and to the provost and vice president for academic affairs.

2. Other Leave

For university policies concerning sick leave, maternity leave, annual leave, and leave without pay, contact the Lander University Office of Human Resources.

VI. Amendment Process for Chapter IV of the Faculty Handbook

Proposed amendments to these procedures and regulations will be processed as follows:

1. A proposed amendment may be presented to an officer of the Faculty Senate by any source within the university. The Faculty Senate, in consultation with the provost and vice president for academic affairs will consider the proposed amendment in the same manner as any other proposal.
2. Proposed amendments approved by the Faculty Senate will be presented to the full faculty for a vote.
3. Amendments to Section IV approved by a majority vote of a quorum of voting faculty will be forwarded by the provost and vice president for academic affairs to the president.
4. If the president, in consultation with the provost and vice president for academic affairs and the university's General Counsel, approves the amendment, the president will forward the proposed amendment to the Board of Trustees for action.

Chapter V. Faculty Administration

I. The Provost and Vice President for Academic Affairs

Is appointed by the president and reports directly to the president.

Is the chief academic officer of the university. In consultation with appropriate faculty committees and college and school deans, is responsible for formulating and approving policies relating to the instructional programs in all colleges and schools of the university and for the planning, development, and administration of those programs within the scope of policies approved by the Board of Trustees.

In the absence or disability of the president, serves as the acting chief administrative officer of Lander University, unless another person is designated, in writing, by the president and/or chair of the Board of Trustees.

Supervises and directs the activities of Lander University colleges and schools and will approve new academic programs and all academic appointments.

Supervises and directs the activities of academic support services, including the Jackson Library, the Academic Success Center, the Study Abroad program, and the Honors College.

Supervises and directs the activities of the Office of Institutional Effectiveness.

Oversees ongoing compliance with the academic requirements for regional accreditation (SACSCOC) and discipline-based accreditations, as well as the academic requirements of the South Carolina Commission on Higher Education.

Performs such other duties as may be delegated to the office from time to time by the president.

When requested to do so by the president, represents the president at such times and places as may be appropriate.

Is responsible to the president and will perform such other duties as may be delegated to him or her from time to time by the president and will make a written annual progress report to the president on the university's strategic plan.

II. College/School Deans

1. Terms of Appointment for College/School Deans

- a. Appointments are made by the president in consultation with the provost and vice president for academic affairs

- b. College/school deans report directly to the provost and vice president for academic affairs and serve for such terms and on such conditions as the provost and vice president for academic affairs and the president shall consider appropriate.

2. Duties of College/School Deans

- a. Modeling professional, collegial conduct and effective teaching, scholarship/creative endeavors, and service.
- b. Guiding long-range strategic planning for the college/school.
- c. Advocating for faculty, students, and programs of the college/school within the context of the mission and strategic goals of the university.
- d. Promoting inclusivity and open communication within the college/school to keep faculty, staff, and students well informed and to solicit their input.
- e. Promoting the college/school to external stakeholders, potential donors, and members of the community.
- f. Managing the budget of the college/school.
- g. Supervising and directing the activities of department chairs/assistant deans in the college/school.
- h. Evaluating faculty and staff in the college/school and submitting justifications for recommendations on reappointment, tenure, promotion, post tenure six-year review, sabbatical leave, awards, etc.
- i. Overseeing faculty recruitment in the college/school and recommending new appointments to the provost and vice president for academic affairs.
- j. Overseeing curriculum review and revision, development of new programs, assessment of learning outcomes, and actions taken to effect improvements based on results.
- k. Addressing personnel and student issues and concerns, as needed.

3. Recruitment and Appointment of College/School Deans

- a. When the position of college/school dean becomes vacant, the provost and vice president for academic affairs will obtain a recommendation from the faculty members of the college to conduct an internal or external search.
- b. After receiving the recommendation of the faculty, the provost and vice president for academic affairs will consult with the president in making the final decision to conduct an internal or external search. Approval for an external search may depend on the availability of a vacant position.
- c. In consultation with the faculty members of each department, the provost and vice president for academic affairs will appoint a search committee, which the provost and vice president for academic affairs will chair. The search committee will consist of two representatives from each department within the college. Of the two department representatives, one will be a department chair unless the current department chair is a candidate for the position. In a college/school that does not have

departments, the search committee will consist of five faculty members, one of whom will be the assistant dean.

- d. The faculty members of the college/school will be asked to give their recommendation on all candidates interviewed.
- e. The provost and vice president for academic affairs will consult with the president, who will make the appointment. The appointment will be announced to the faculty.

III. Department Chairs

1. Terms of Appointment for Department Chairs

- a. Appointments to the position of department chair or assistant dean are made by the dean of the college/school upon approval of the provost and vice president for academic affairs.
- b. Chairs are appointed to serve one-year terms at the pleasure of the dean. While faculty will be consulted every three years concerning the appointment of a chair, the Dean may end the term of a chair earlier than this.

2. Duties of Department Chairs

Department chairs are unit-level leaders who play a leading role in governing a department. However, other department faculty will play a role as well, assisting and supporting the chair with various duties.

- a. Leadership—Chairs are campus leaders who will focus on:
 - Creating and maintaining high-quality, relevant programs that attract and retain students
 - Attracting, developing, and retaining outstanding faculty
 - Working with faculty and staff to improve the department/school, campus, and university
 - Representing the department to internal and external constituencies
 - Working with faculty to develop new programs that are consistent with department, college/school, and university missions.
 - Leading efforts to recruit students

As such they have the following responsibilities:

- Promoting an open, healthy departmental culture
- Setting short- and long-term goals for departmental success and improvement
- Creating and enacting plans for departmental success and improvement
- Regularly assessing department plans and performance
- Ensuring meaningful assessment of programs of study and general education courses

b. Management—Chairs are effective managers who are responsible for:

- Generating departmental reports as called for by the Dean or other University administrators
- Working with the Office of Academic Affairs to ensure curricular changes secure required external approval (by SC CHE, SACSCOC, discipline-based accreditor, etc.).
- Evaluating departmental curriculum: course goals and course content;
- Ensuring that service courses satisfy the needs of other programs, and revising curriculum accordingly
- Developing the course schedule
- Coordinating and submitting course modifications, activations, and deactivations
- Analyzing data to promote student success
- Maintaining departmental records as assigned by the Dean

c. Supervision—Chairs will be effective supervisors who are responsible for:

- Evaluating faculty (in conjunction with the Dean)
- Recruiting faculty (serving as the chair, or designating the chair of departmental search committees)
- Hiring and supervising adjunct faculty
- Providing administrative support, guidance, and mentoring for faculty in pursuit of their teaching, scholarship, and service roles in the University, and also in their pursuit of reappointment, promotion, and tenure
- Ensuring uniform standards in multi-section courses

d. Student Support

- Assigning academic advisors
- Managing faculty advising loads
- Determining equivalency of transfer courses for students
- Reviewing and processing necessary academic forms
- Coordinating scholarships and student awards
- Addressing in a timely manner student requests, concerns, and complaints.
Informing the Dean of issues as appropriate

c. e. Other Duties as Assigned by the Dean

d. Chair duties will vary by department and school as well as with various short-term needs.

IV. Assistant Deans

1. Terms of Appointment for Assistant Deans

- a. Appointments to the position of assistant dean are made by the dean of the college/school upon approval of the provost and vice president for academic affairs.
- b. Assistant deans shall be appointed to a term of three years, subject to renewal.

2. Qualifications of Assistant Deans

- a. Assistant deans do not require tenure or tenure-track faculty status. If an assistant dean is assigned supervisory duties over tenured or tenure-track faculty, then the assistant dean is required to have tenured faculty status.

3. Duties of Assistant Deans

Assistant deans are appointed to assist the dean in their duties as leaders of a school or college. As such, they are typically assigned specific duties by the dean as a delegation of their authority and may be tasked with special projects. Duties of assistant deans shall vary by school and by assistant dean. The dean is to provide the assistant dean with a job description detailing specific duties. Examples of possible duties are listed below.

- a. Assisting the dean in marketing programs, student successes, and faculty accomplishments to prospective students, donors, and the community.
- b. Working with faculty on strategies to increase the recruitment, retention, and success of students. Attending open houses and other recruitment events or providing a designee.
- c. Overseeing a degree program or initiative.
- d. Addressing in a timely manner faculty, staff, and student requests, issues, and concerns. Informing the dean of issues, as appropriate.
- e. Assigning mentors to new faculty and ensuring that new colleagues receive timely, constructive mentoring.
- f. Supporting faculty development activities and assisting in securing needed resources.
- g. Overseeing all searches to fill full-time faculty positions. Recruiting and appointing, with approval of the dean, qualified adjunct faculty as needed.
- h. Assisting the dean in assigning peer reviewers for faculty members, including adjunct faculty.
- i. Overseeing regular curriculum reviews and revisions to maintain the currency of programs. Working with faculty to develop new programs that are consistent with unit, college/school, and university missions. Working with the Office of Academic Affairs to ensure that curriculum changes secure required external approvals.
- j. Assigning academic advisors and managing faculty-advising loads.
- k. Reviewing and processing student paperwork (e.g., equivalency of transfer courses, academic petitions, overload requests, scholarships, awards, graduation applications) in a timely manner.

- I. Overseeing timely assessment and reporting of learning outcomes and ensuring that reports specify how assessment data have been used to effect program improvements.

V. Program Coordinators

1. Terms of Appointment for Program Coordinators

Deans and department chairs are responsible for oversight of academic programs in their respective colleges/schools and departments. Deans assign appropriately qualified faculty to serve as program coordinators for each degree program. In some cases, deans, assistant deans, or chairs holding appropriate qualifications may serve as program coordinators.

Program coordinators are appointed to serve one-year terms at the pleasure of the dean.

2. Qualifications of Program Coordinators

Program coordinators must hold appropriate qualifications through academic credentials or professional experience. In cases where professional experience is the primary basis for qualification, the dean will write a letter of justification describing the professional experience and affirming their conclusion that the program coordinator holds appropriate qualifications. These letters are maintained in the office of Academic Affairs.

3. Duties of Program Coordinators

The responsibilities of program coordinators include overseeing and coordinating educational programs to assure that each contains essential curricular components, has appropriate content and pedagogy, and maintains discipline currency. Program coordinators provide guidance to program faculty in setting goals for degree programs and in ensuring curricular development and modification aligns with program goals and the academic policies and practices of Lander University.

VI. Recruitment and Appointment of Department Chairs and Assistant Deans

1. During September of the third year of a department chair or assistant dean's term, the dean of the college/school will declare the position open.
2. The dean of the college/school will seek input from the Unit as to whether the faculty recommend an internal or external search. The dean of the college/school will seek other information from the unit faculty and any other persons he or she deems pertinent. The dean of the college/school will then consult with the provost and vice president for academic affairs who will decide if the search is to be internal or external. Approval for an external search will typically depend on whether there is a vacant position in the Unit.
3. If an internal search is conducted, the dean of the college/school will solicit nominations from the unit faculty members concerning their choice for department chair/assistant dean. A candidate for department chair or assistant dean should meet the qualifications for (or currently hold) appointment at the rank of associate professor or professor within the department and should meet the qualifications delineated in the published job description filed in the Office of Academic Affairs.
 - i. The current department chair or assistant dean will be eligible for nomination, as will any other faculty member who meets the qualifications. All nominations should be submitted to the dean in writing by November 1. The dean will contact each nominee to determine his or her willingness to serve as department chair or Assistant Dean.
4. If more than one individual is nominated and is willing to serve, the dean will convene a meeting of the unit. During this meeting, each candidate will (not in the presence of any other candidate[s]) state why he/she wishes to be (or continue to be) department chair or assistant dean, will suggest overall goals and objectives for the Unit, and will offer a possible three-year plan to accomplish those goals and objectives. Faculty will have time during this meeting to ask questions.
5. Every member of the Unit will be encouraged to meet individually with the dean of the college/school by December 5 for a review of the state of the unit--its strengths and weaknesses--and the kind of leadership required. The dean is not precluded from seeking advice regarding these same matters from any other persons deemed suitable by the provost and vice president for academic affairs and/or the president. The faculty of the unit should give individual recommendations (with reasons) in writing to the dean by December 12.
6. The dean will consult with the provost and vice president for academic affairs and, upon authorization by the provost and vice president for academic affairs, will make the appointment.

VII. University Committees

Faculty serve as members of a variety of committees that play a role in the governance and functioning of the university, including committees established by the president, Faculty Senate, Academic Affairs, and other administrative units of the university. Information concerning various committees is available on the university website.

Due to the faculty role in promotion and tenure decisions, the parameters of the two promotion committees are included below.

1. University Tenure and Promotion Committee

a. Membership

The University Tenure and Promotion Committee shall consist of tenured faculty members who are not deans or department chairs and who will not apply for promotion or serve on the Faculty Senate during their term of office. The committee will have one member from each college or school plus an at-large tenured member. In addition to the tenured members of the committee, there will be one non-tenure-track faculty member who will serve in an at-large capacity. The non-tenure-track member will only serve and have a vote when the committee is reviewing the applications of non-tenure-track candidates. In these promotion cases, the tenured at-large representative on the committee will not serve nor have a vote on this committee. Committee members shall serve three-year, non-consecutive staggered terms. The chair of the committee will be elected from among its members at its first meeting of the year.

b. Function

The primary role of the University Tenure and Promotion Committee is to evaluate the extent to which all university criteria for tenure and promotion have been met and to ensure that due process has been followed at all stages of the review process for tenure-track and tenured faculty. The committee is a non-policy-making committee that will apply the procedures and policies of the *Faculty Handbook* in making tenure and promotion recommendations to the president of the university.

c. Election Process

The University Tenure and Promotion Committee election process shall be completed before the spring nomination and election of Faculty Senators.

By March 1 the dean from each college/school that needs to elect a representative to the University Tenure and Promotion Committee is responsible for providing the Elections Committee Chair an accurate list of eligible nominees who are willing to serve on the Committee. Eligible nominees consist of tenured faculty members who are not deans or department chairs and who will not apply for promotion or serve on the Faculty Senate during their term of office.

The Elections Committee Chair will contact each faculty member on this list to see if they are willing to serve on the Tenure and Promotion Committee. The Elections

Committee will then conduct an online election (e.g. on Blackboard) among the remaining nominees. All full time tenured and tenure-track faculty in the respective College/School are eligible to vote in the election. The candidate who receives the majority of votes cast will then serve a three-year term on the Committee.

If there is no faculty member in a particular college/school who is willing to serve, an at-large member will be elected from the faculty as a whole. The deans of each college/school will provide the Elections Committee Chair a list of all faculty members who are eligible to serve as an at-large member. The Elections Committee Chair will contact the faculty on this list to see if they are willing to serve. The Elections Committee will then conduct an online election (e.g. on Blackboard) among the remaining nominees. All full time tenured and tenure-track Lander faculty are eligible to vote in the at-large election. The candidate who receives the majority of votes cast will serve a one-year term on the committee. This member may be re-elected for a maximum of three consecutive one-year terms.

If a college/school representative on the University Tenure and Promotion Committee cannot serve their entire three-year term, the Elections Committee will use the protocol above to conduct an emergency *ad hoc* election to replace them.

Regarding the election of the at-large non-tenure-track committee member, by March 1, the dean from each college/school and the director of library services is responsible for providing the Elections Committee Chair an accurate list of eligible nominees who are willing to serve on the committee. Eligible nominees shall consist of full-time faculty serving in the following positions: senior lecturer, senior instructor, clinical associate professor, clinical professor, associate librarian or librarian, and who will not apply for promotion or serve on the Faculty Senate during their term of office.

The Elections Committee Chair will contact each faculty member on this list to see if they are willing to serve on the Tenure and Promotion Committee. The Elections Committee will then conduct an online election (e.g. on Blackboard) among the remaining nominees. All full time, non-tenure-track faculty in the University are eligible to vote in the election. The candidate who receives the majority of votes cast will then serve a three-year term on the Committee.

If the non-tenured representative on the Tenure and Promotion Committee cannot serve their entire three-year term, the Elections Committee will use the protocol above to conduct an emergency *ad hoc* election to replace them.

Chapter VI. University Policies

I. Academic Freedom and Tenure

Lander University Statement of Policy

Lander University subscribes to the AAUP's 1940 Statement on Academic Freedom and Tenure. Thus:

- a) Faculty are entitled to full freedom in research and in the publication of the results, subject to the adequate performance of their other academic duties
- b) Faculty are entitled to freedom in the classroom discussing their subject, but they should be careful not to introduce into their teaching controversial matter which has no relation to their subject. Limitations of academic freedom because of religious or other aims of the institution should be clearly stated in writing at the time of appointment.
- c) Lander University faculty are citizens, members of a learned profession, and officers of Lander University. When they speak or write as citizens, they are free from institutional censorship or discipline, but their special position in the community imposes special obligations. As scholars and educational officers, they should remember that the public may judge their profession and Lander University by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for Lander University.

II. University Policies on a wide range of topics, including those listed below, are available electronically:

- 1. Academic Honor Code
- 2. Academic Research
- 3. Consensual Relationships
- 4. Intellectual Property
- 5. Research on Human Subjects
- 6. Research on Animal (i.e., Non-Human) Subjects
- 7. Sexual Harassment

Chapter VII. Decision Calendars and Tables

Note: For all decision calendars, if a listed date fall on a non-business day, the deadline is the first business day following.

Tenure and/or Promotion Review

Month	Date	Event
May before Fall of promotion application	1	Candidate notifies dean of intent to apply for tenure and/or promotion.
	15	Dean provides office of provost with list of candidates.
	~22	Provost's office confirms candidates to dean.
	30	Dean confirms candidacy in writing to candidates.
September	1	Dean identifies two peer evaluators in consultation with candidates for tenure and/or promotion. Dean sends Peer Review Assignment Notification forms for all faculty applying for tenure and/or promotion to the peer evaluators, the faculty member being reviewed, and the Office of Academic Affairs. Candidates for tenure and/or promotion submit their application file.
October	1	Peer evaluators submit their recommendation letters to the candidate's file. Recommendation letters are made available to the candidate.
	2	Unit Tenure and Promotion Committee begins review of files.
November	1	Unit Tenure and Promotion Committee submits its recommendation to the candidate's file. The recommendation is made available to the candidate.
November	15	Dean submits their recommendation to the candidate's file. The recommendation is made available to the candidate. The candidate may submit an optional response to the dean's recommendation within five working days, including rejoinders to the recommendations of peer reviewers and the Unit Tenure and Promotion Committee.
November	20	University Tenure and Promotion Committee begins review of the candidate's file after the candidate's optional response has been submitted or declined.

February	15	University Tenure and Promotion Committee adds a written recommendation to the candidate's file and forwards it to the provost and vice president for academic affairs.
	16	Provost and vice president for academic affairs begins review of files.
March	15	Provost and vice president for academic affairs meets with the University Tenure and Promotion Committee to discuss any case(s) on which there is disagreement with the committee's recommendation.
	21	Provost and vice president for academic affairs adds a recommendation to each candidate's tenure and promotion file and forwards all recommendations to the president.
	22	President begins review of the files and meets with the University Tenure and Promotion Committee to discuss any case(s) on which there is a disagreement with the committee's recommendation.
April	1	President notifies candidates of decisions on tenure and promotion. President notifies the entire faculty of positive tenure and promotion decisions.
	15	Deadline for a tenure and promotion candidate to request a hearing with the Academic Freedom, Grievance, and Due Process Committee.
May	10	Following a hearing on an appeal of a tenure and/or promotion decision and due deliberation, the Academic Freedom, Grievance and Due Process Committee forwards a written recommendation to the president.
	15	President notifies any candidate who filed an appeal of the final decision on tenure and/or promotion.
June	15	Tenure and Promotion materials are made available to the candidate by the office of Academic Affairs no later than this date.

Sabbatical Leave Proposals

Month	Date	Event
September	1	Faculty member notifies the dean and the provost and vice president for academic affairs of intention to submit a proposal for a sabbatical leave
November	1	Sabbatical proposals are submitted to the Office of Academic Affairs
		The faculty member(s) submitting a proposal and the dean name three faculty peer evaluators (preferably tenured) who are not members of the Faculty Senate Grants Committee to review sabbatical proposals from the college/school and submit the names of the peer evaluators to the provost and vice president for academic affairs
	15	College/school evaluators submit recommendations on proposed sabbatical leave(s) to the dean
December	1	Dean submits recommendation on sabbatical leave proposal(s) to the provost and vice president for academic affairs
	15	Faculty Senate Grants Committee sends recommendations on sabbatical leave proposals and recommended priority of funding to the provost and vice president for academic affairs and the president
January	10	Provost and vice president for academic affairs, in consultation with deans and department chairs/assistant deans, determines the feasibility of granting sabbaticals leaves that have been recommended
	15	Provost and vice president for academic affairs consults with the president to determine sabbaticals leaves to be awarded
February	1	Provost and vice president for academic affairs notifies faculty applicants of decisions about sabbatical leave awards

Six-Year, Post-Tenure Review

(for candidates not standing for promotion concurrently with the six-year post-tenure review)

Month	Date	Event
September	15	Identification of two peer evaluators by the dean in consultation with unit chair/assistant dean. Dean sends Peer Review Assignment Notification forms for all faculty undergoing six-year review.
October	1	Candidates for six-year review must submit their review file.
November	1	Peer evaluators' letters are submitted to the six-year review file. These are made available to the candidate after the completion of the dean's recommendation.
December	15	Dean adds recommendation on six-year review to the candidate's file. A copy is provided to the candidate, who may add an optional response to the file within five working days.
January	5	Provost and vice president for academic affairs begins review of six-year review files.
February	15	Provost and vice president for academic affairs places the results of the six-year review in the candidate's file. The provost and vice president for academic affairs will notify the candidate and the candidate's dean of the outcome of the six-year review.

Faculty Status Table

This table serves as a guideline for determining the probationary status of each faculty rank and whether that rank is subject to completing a third-year review. All full-time faculty are considered probationary, regardless of rank, until they are awarded tenure and/or earn the first promotion for which they are eligible.

Faculty Rank	Probationary/Non-Probationary	3rd Year Review?
Instructor	Probationary	Yes
Senior Instructor	Non-Probationary	No
Lecturer	Probationary	Yes
Senior Lecturer	Non-Probationary	No
Assistant Professor	Probationary	Yes
Associate Professor	Non-Probationary	No
Professor	Non-Probationary	No
Clinical / Teaching Assistant Professor	Probationary	Yes
Clinical / Teaching Associate Professor	Non-Probationary	No
Clinical / Teaching Professor	Non-Probationary	No
Assistant Librarian	Probationary	Yes
Associate Librarian	Non-Probationary	No
Librarian	Non-Probationary	No
Visiting Lecturer	Probationary	No
Visiting Assistant Professor	Probationary	No
Artist-in-Residence	Probationary	No

Review Process Summary Table

This table summarizes the annual review process for probationary and non-probationary faculty. It also includes the due dates for the third-year review for faculty who must complete that review.

Annual Events	First and Second-Year Probationary Faculty	Third-Year Review (prior to first promotion)	Probationary Faculty post Third-Year Review	Tenured Faculty	Non-Probationary, Non-Tenured Faculty
Identify Peer Reviewers for Teaching Observations	September 15	September 15	September 15	Every third September 15	Every third September 15
Peer Reviewers submit Teaching Observations	2 reviewers, due Nov 15	2 reviewers, due March 1	2 reviewers, due March 1	1 reviewer, due April 1	2 reviewers, due April 1
Submit FPR	February 1		March 15	May 1	May 1
Submit Third-Year Portfolio		March 15			

URPC submits Rec.	February 15	April 1	April 1		
Evaluator submits Evaluation	March 1	April 15	April 15	September 1 (following year)	September 1 (following year)
Dean submits Annual Evaluation or Third-Year Review	March 5	May 1	May 5	October 1 (following year)	October 1 (following year)
Faculty Member submits Optional Response	March 12	May 12	May 12	October 8 (following year)	October 8 (following year)
Academic Affairs notifies Faculty Member of Reappointment Decision	March 15	May 15	May 15		
Provost acknowledges Annual Evaluation				October 15 (following year)	October 15 (following year)

Reappointment Review for First- and Second-Year Probationary Faculty

Month	Date	Event
September	15	The dean identifies two peer reviewers in consultation with the faculty member and unit chair/assistant dean for probationary full-time faculty and for non-probationary non-tenure track faculty during the final year of their contract. The Director of Library Services identifies two peer reviewers each year for assistant librarians. The Director of Library Services identifies two peer reviewers every three years for associate librarians and librarians.
September-November	16-15	Each peer reviewer makes a single classroom observation and completes their college's peer review rubric. The completed peer review rubric is submitted to the faculty member and the evaluator within two weeks of the observation or no later than December 1.
February	1	Probationary full-time faculty and non-probationary non-tenure-track faculty in the final year of their contract complete a Faculty Performance Report and submit it to the dean. The FPR includes completed peer review rubrics/teaching observations.
February	2-15	The URPC is convened and makes a recommendation for the reappointment of the faculty member. The URPC chair forwards the committee's recommendation, rationale, and vote tally to the evaluator. The evaluator forwards the URPC's report to the Dean and the Provost and Vice President for Academic Affairs.
February March	16-1	The evaluator completes annual reviews for faculty seeking reappointment.
March	2-5	The dean and/or evaluator meets with the faculty member to inform them of the results of the evaluation. The faculty member may submit an optional response to the annual evaluation within five working days. The annual evaluation and recommendation for reappointment or non-reappointment is forwarded to the Provost and Vice President for Academic Affairs after the optional response has been submitted or declined.
March	15	The Office of Academic Affairs informs faculty of the decision regarding reappointment.

Third-Year Reviews of Probationary Faculty

Month	Date	Event
September	15	The Dean/Director of Library Services assigns two peer reviewers.
September-March	16-1	The peer-reviewers make a single classroom observation and complete their college's peer review rubric. The completed peer review rubric is submitted to the faculty member and the evaluator within two weeks of the observation or no later than March 1.
March	2-15	Tenure-track faculty and non-tenure-track faculty eligible for promotion submit their third-year portfolio.
March-April	16-1	The third-year review committee (the chair/dean, the URPC, and one tenured faculty member from outside the faculty member's college or school) must complete its review of the faculty member.
April	2-15	The evaluator (chair/dean/Director of Library Services) completes their evaluation of the faculty member.
April-May	16-1	The dean writes a third-year review letter based on the recommendations of the third-year review committee and evaluator and sends it to the faculty member.
May	2-5	The dean meets with the faculty member to discuss the results of the third-year review. The faculty member may submit an optional response to the third-year review within five working days. The third-year review and recommendation for reappointment or non-reappointment is forwarded to the Provost and Vice President for Academic Affairs after the optional response has been submitted or declined.
May	15	The Office of Academic Affairs informs the faculty member of the outcome of the third-year review.

Reappointment Review for Probationary Faculty After Third-Year Review

Month	Date	Event
September	15	The dean identifies two peer reviewers in consultation with the faculty member and unit chair/assistant dean for probationary full-time faculty and for non-probationary non-tenure track faculty during the final year of their contract. The Director of Library Services identifies two peer reviewers each year for assistant librarians. The Director of Library Services identifies two peer reviewers every three years for associate librarians and librarians.
September-March	16-1	Each peer reviewer makes a single classroom observation and completes their college's peer review rubric. The completed peer review rubric is submitted to the faculty member and the evaluator within two weeks of the observation or no later than March 1.
March	2-15	Probationary full-time faculty and non-probationary non-tenure-track faculty in the final year of their contract complete a Faculty Performance Report and submit it to the dean. The FPR includes the completed peer review rubrics/teaching observations.
March April	16-1	The URPC is convened and makes a recommendation for the reappointment of the faculty member. The URPC chair forwards the committee's recommendation, rationale, and vote tally to the evaluator. The evaluator forwards the URPC's report to the Dean and the Provost and Vice President for Academic Affairs.
April	2-15	The evaluator completes annual reviews for faculty seeking reappointment.
April May	16-5	The dean and/or evaluator meets with the faculty member to inform them of the results of the evaluation. The faculty member may submit an optional response to the annual evaluation within five working days. The annual evaluation and recommendation for reappointment or non-reappointment is forwarded to the Provost and Vice President for Academic Affairs after the optional response has been submitted or declined.
May	15	The Office of Academic Affairs informs faculty of the decision regarding reappointment.

Annual Evaluation of Non-Probationary Full-Time Faculty

Month	Date	Event
September	15	Every three years, in consultation with the faculty member and chair/assistant dean, the dean identifies one peer reviewer for tenured faculty and two peer reviewers for clinical professors (in the years they are evaluated but not reappointed).
September-April	16-1	The peer-reviewer(s) make(s) a single classroom observation and complete their college's peer review rubric. The completed peer review rubric is submitted to the faculty member and the evaluator within two weeks of the observation or no later than April 1.
April-May	21	Faculty complete a Faculty Performance Report and submit it to the Dean. The FPR includes the completed peer review rubrics/teaching observations.
September (following year)	1	The Evaluator submits their annual evaluation.
September-October	2-1	The dean/Director of Library Services submits their evaluation.
October	2-8	The faculty member or Evaluator may request a meeting to discuss the results of the evaluation. The faculty member may submit an optional response to the annual evaluation within five working days of on-contract time. The annual evaluation is forwarded to the Provost and Vice President for Academic Affairs after the optional response has been submitted or declined.
October	15	The Provost acknowledges the evaluation.

Annual Evaluation of Faculty Administrators Who Report Directly to the Provost

Month	Date	Event
September (following year)	1	The faculty administrator submits their self-assessment to the provost and vice president for academic affairs.
September	15	The provost submits the annual evaluation.
September	16- 30	The faculty member may submit an optional response to the annual evaluation within five working days. The faculty member may also request a meeting to discuss the evaluation.
October	1	The provost acknowledges completion of the annual evaluation.