

## VI

### Special Provisions Governing Faculty Employment

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## VI

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#### A. Procedures for Authorizing Faculty Lines

1. Tenure-Track Faculty Lines
  - a. Each spring, the president and the provost, in consultation with the Academic Strategic Planning Committee, will outline the short and long-term academic priorities of the college and announce the projected number of available tenure-track positions for the following academic year, based upon resignations, anticipated retirements, and short- and long-term academic and financial demands of the college. ASP will consider these priorities along with other sources of information, including departmental reviews and reports (as specified in Section VIII. E. 2. b), to provide a broad strategic framework for its deliberations and decisions regarding tenure-track proposals.
  - b. Preliminary proposals for filling these positions should be submitted to the Academic Strategic Planning Committee by September 15. Limited to 1000 words, these proposals should outline how the requested position is necessary to sustain and/or advance the work and objectives of the program(s) or group of faculty putting forward the proposal.

By November 1, the committee will have shared with the college community the preliminary proposals and have solicited feedback, met with and provided feedback to the proposing groups, and made recommendations about possible next steps in the process, which may include approval of the proposal as is, invitation to submit a full proposal, or denial.
  - c. When requested, full proposals for filling available tenure-track positions should be submitted to the Academic Strategic Planning Committee by the first Tuesday of the Spring Semester. The main text of the proposal may not exceed 10 pages. The committee will make all full proposals publicly available.
  - d. Departments or programs requesting the replacement, addition, or reconfiguration of a tenure-track position should be in compliance with the college's policy regarding external reviews (APM, VIII.D.4.b), and those reviews will be made available to the committee.
  - e. The Office of Institutional Research, Assessment and Planning (OIRP) will supply a standard set of information to the departments, programs, and/or faculty groups preparing to submit a full proposal and to the Academic Strategic Planning Committee. Departments, programs or faculty groups may seek other data relevant to the request.
  - f. Departments, programs and/or faculty groups submitting a full proposal for the replacement, addition, or reconfiguration of a tenure-track line should adhere to the

college's policy regarding equal opportunity and affirmative action (APM, V. B). In pursuit of that end, they should meet with the provost and the college's diversity advisors as the proposal is being conceptualized to consider ways in which the proposed position could enrich Beloit's academic environment and provide equal education and employment opportunities by actively encouraging applications from members of all ethnic groups underrepresented in higher education or in the particular discipline. The proposal submitted to the Academic Strategic Planning Committee should include consideration of how the requested position would enhance the diversity incorporated in the curriculum and the ways in which the involved department(s) or program(s) plans to increase the diversity of the applicant pool.

- g. The provost's office will provide to the Academic Strategic Planning Committee relevant departmental and program reports for the previous five years.
- h. Each proposal should directly address any of the following items that are relevant to and appropriate for making a clear and compelling case, as well as include any items not listed here but which the proposing group would like to submit for consideration:
  - i. how the proposed position advances the liberal arts mission of the college, the short- and long-term priorities of the college, and the goals of the proposing departments(s) and/or programs(s) as reflected in any relevant departmental or program review process
  - ii. the current state of the area(s) of study addressed by the proposal and how the requested position fits within it/them; a comparison of staffing and curricular profiles at appropriate peer institutions; and the position's relation to broader trends beyond Beloit College
  - iii. the potential for the position to enhance the diversity incorporated in the curriculum, faculty, and/or student body
  - iv. the anticipated impact on the admission and retention of students, and any other significant effect on the student experience
- i. Proposals should include a proposed advertisement.
- j. Each proposal will be evaluated on the basis of the following criteria and contextual factors:
  - i. its potential to advance the liberal arts mission of the college
  - ii. its relation to strategic planning priorities and resource considerations as determined by the Academic Strategic Planning Committee and the college administration

- iii. its relation to established departmental or program needs and the potential for achievement of stated goals consistent with long-term planning, as stated in the proposal and as indicated in previous departmental or program reviews
  - iv. its potential to contribute to all-college programs
  - v. its potential to enhance the diversity incorporated in the curriculum, the faculty, and/or the student body
  - vi. its relation to broader trends beyond Beloit College, such as research and curricular innovations, student demographics, and other relevant issues in a particular field(s), the liberal arts, and/or higher education
- k. ASP may elect to engage at any time with the proposing groups for the purposes of discussions about and any possible revisions to the proposals. ASP may also make a decision on a proposal before receiving a full proposal. ASP will make a final decision to approve or deny the proposals it reviews by March 31. The committee will communicate its recommendations to the provost and communicate to the requesting department(s) or programs(s) the decision and its rationale. The committee will have one meeting in the spring semester for all faculty to discuss the decisions and to address planning for the following academic year.
- l. In the event of a sudden or unexpected departure of a faculty member from an existing position, the affected program(s) or department(s) may at other times throughout the academic year make a written request to ASP to submit a proposal for consideration. ASP will consider the request in the context of the departure and the criteria outlined above in Section A. 1. a., and will make recommendations about possible next steps in the process, which may include invitation to submit additional materials or denial. If additional materials are requested, the committee will work with the program or department to establish a timeline for completing this work.
2. Faculty Fellow Positions
- a. Each spring, the president and the provost, in consultation with the Academic Strategic Planning Committee, will announce the projected number of faculty fellow searches that will be authorized in the following year.
  - b. Proposals for filling these positions should be submitted to the Academic Strategic Planning Committee by November 30. The main text of the proposal may not exceed 10 pages. The committee will make all proposals publicly available
  - c. The Office of Institutional Research, Assessment and Planning (OIRP) will supply a standard set of information to the departments, programs, and/or faculty groups preparing to submit a full proposal and to the Academic Strategic Planning Committee. Departments, programs or faculty groups may seek other data relevant to the request.

- d. Departments, programs and/or faculty group submitting a faculty fellow proposal should adhere to the college's policy regarding equal opportunity and affirmative action (APM, V. B). In pursuit of that end, they should meet with the provost and the college's diversity advisors as the proposal is being conceptualized to consider ways in which the proposed position could enrich Beloit's academic environment and provide equal education and employment opportunities by actively encouraging applications from members of all ethnic groups underrepresented in higher education or in the particular discipline. The proposal submitted to the Academic Strategic Planning Committee should include consideration of how the requested position would enhance the diversity of the curriculum and the ways in which the involved department(s) or program(s) plans to increase the diversity of the applicant pool.
- e. The provost's office will provide to the Academic Strategic Planning Committee relevant departmental and program reports for the previous five years.
- f. Building upon information from past department reports, external reviews, and the data provided by OIRP, each proposal should directly address:
  - i. how the proposed position advances the liberal arts mission of the college
  - ii. how the requested position contributes to the short- and long-term priorities of the college as well as the particular department(s) and/or program(s)
  - iii. how the proposed position would advance or change the mission(s), curricula and approaches to short- and long-term staffing of the affected department(s) and program(s)
  - iv. the current state of the area(s) of study addressed by the proposal and how the requested position fits within it/them
  - v. the potential for the position to enhance the diversity of the curriculum, faculty, and/or student body
  - vi. the position's relation to broader trends beyond Beloit College, such as curricular innovations, student demographics, and relevant issues in the liberal arts, and/or higher education
  - vii. any other information that helps clarify the qualities, needs, and plans of the department(s), program(s), or faculty group proposing the position.
- g. Proposals should include a proposed advertisement.
- h. Each proposal will be evaluated on the basis of the following criteria and contextual factors:
  - i. its potential to advance the liberal arts mission of the college
  - ii. its relation to strategic planning priorities and resource considerations as

determined by the Academic Strategic Planning Committee and the college administration

- iii. its relation to established departmental or program needs and the potential for achievement of stated goals consistent with long-term planning
  - iv. its potential to enhance the diversity of the curriculum, the faculty, and/or the student body
  - v. its relation to broader trends beyond Beloit College, such as research and curricular innovations, student demographics, and other relevant issues in a particular field(s), the liberal arts, and/or higher education
  - vi. its comparative merits in relation to other proposals under consideration
- i. By December 20, the committee will communicate its recommendations to the provost and communicate to the requesting department(s) or program(s) the decision and its rationale.

## **B. Guidelines for Faculty Search Committees**

- 1. Tenure-Track Searches
  - a. After a search has been approved, an appropriate search committee will be constituted by the provost in consultation with the department or program involved. The chair of the department or program will normally be the chair of the search committee. The charge of the search committee is to identify and recommend to the provost candidates whose appointment would best serve the interests of the particular department or program, and of the college. In order to carry out this charge, the procedures described below are to be followed in all searches for tenure-track faculty positions.
  - b. All search committees must include as fully enfranchised members at least one member of the faculty from outside the department or program involved, and at least one student representative selected by the department chair, in consultation with other search committee members. Other students in the department should be encouraged to provide the search committee chair with input on visiting candidates.
  - c. The provost will charge the chair and members of the search committee with the task of assuring that fairness and equity will inform the entire search process. Resources will be made available to the search committee by the provost to assist its members in such matters as implementing affirmative action guidelines, handling internal candidates, and assessing candidates' experience.
  - d. Tenure-track faculty positions shall ordinarily be filled with a national or international search. In the course of a search, the procedures and criteria applied to internal and external candidates should be as nearly alike as possible.

- e. Insofar as possible, the entire search committee will be party to the full conduct of the search, including review of recruitment strategies, the interviewing of candidates, and other matters. Preliminary interviews of candidates at national meetings shall be conducted by a subset of the search committee (ordinarily, no more than three members). Exceptions must be approved by the provost.
- f. At the conclusion of the search, the committee will forward to the provost a written recommendation offering a rationale for its selection in terms of candidate qualifications and their relation to college priorities. A recommendation is forwarded if it has the support of the majority of the search committee, departmental or program faculty not serving on the search committee shall also be notified of the committee's recommendation. While the final recommendation rests with the provost, he or she will usually accept the decision of the search committee.

## 2. Non-Tenure-Track Searches

A full search committee as described above need not be constituted for non-tenure-track hires. The chair of the department shall consult with the provost regarding the appropriate persons to participate in the search. In general, travel to a professional meeting for the purpose of interviewing candidates is not appropriate for non-tenure-track searches.

## C. Faculty Appointments

Initial faculty appointments are made by the provost.

The following provisions are established as general employment policies governing administrative practice. The provost may recommend exceptions to these policies when, in his or her judgment, adherence to any provision might produce results contrary to their purpose. Such recommendations will be made only after consultation with the Faculty Status and Performance Committee.

### 1. Initial Rank of Appointment

#### a. Tenure-Track Appointments

Those holding an appropriate terminal degree in the field shall be given initial faculty appointment at the rank of assistant professor, although those with significant prior service elsewhere may, at the discretion of the Provost in consultation with members of the relevant department, be appointed at the rank of associate professor. Those who have not yet completed all requirements for the appropriate terminal degree are appointed at the rank of instructor and promoted to assistant professor at such time as they have satisfied all the requirements for the terminal degree.

#### b. Non-Tenure-Track Appointments

Individuals hired to fill temporary vacancies or who otherwise hold non-tenure-track appointments shall be designated as "Visiting" or "Adjunct" faculty. "Visiting" shall denote faculty who have been hired to fill tenure-track slots that are temporarily vacant, or to offer occasional special courses. "Adjunct" shall denote faculty who do not hold

tenure-track appointments, but whose service to the college has been or is likely to be of longer duration than a single academic year. Initial rank for visiting and adjunct faculty shall be determined according to the same criteria as for tenure-track faculty.

## 2. Initial Period of Appointment

### a. Tenure-Track Faculty

#### i. Instructors

Tenure-track appointments to the rank of instructor shall ordinarily be for an initial probationary period of one year. Assuming satisfactory performance, this contract may be renewed for an additional one- or two-year period. After three years of service at the rank of instructor, a faculty member shall be either promoted to assistant professor or separated from the faculty.

#### ii. Assistant Professors

Tenure-track appointments to the rank of assistant professor shall normally be for an initial probationary period of two years. Assuming satisfactory performance, this contract may be renewed twice, for a total probationary period of six years.

#### iii. Associate Professors

Tenure-track appointments to the rank of associate professor shall be for an initial two- or three-year period. Assuming satisfactory performance, the probationary period may be extended for an additional year.

### b. Visiting and Adjunct Faculty

i. A visiting faculty position may be full or part time. Visiting appointments may be made to replace a faculty member who is on sabbatical, medical, or personal leave. Visiting appointments normally will be for a period of up to one year. Appointments to visiting faculty positions shall be made by the provost, in consultation with the chair of the department or program involved. Visiting faculty not holding the appropriate terminal degree are appointed at the rank of instructor. Those holding a terminal degree are appointed at one of the professorial ranks. A person who has held a visiting appointment to the faculty may be reappointed to an adjunct position, provided the standards for adjunct appointments have been met.

ii. An adjunct faculty position may be full or part time. A full-time adjunct position shall be defined as one having a teaching assignment equivalent to six courses. Adjunct faculty are not normally expected to have advising or service duties; however, assignment to such duties may be made after consultation among the faculty member, department chair, and the provost. Adjunct appointments may be made when a department or program has a curricular need that cannot be met by the tenure-track faculty. The need for an adjunct appointment shall be determined by the provost, who shall make such appointments in consultation with the chair of the department or program involved. Initial appointments to adjunct status shall be for a period of one year. Adjunct faculty not holding the appropriate terminal degree shall be appointed at the rank of instructor. Those holding a terminal degree shall be appointed at one of the professorial ranks. After the initial appointment of one year, and given satisfactory performance, a person

holding adjunct status may be reappointed to a second-year term. Following two one-year terms, an adjunct status may be reappointed to a three-year renewable term or to a one-year term. In some circumstances, reappointments after two one-year terms may be to a three-year rolling contract. A rolling contract will be issued only after the provost has determined the likelihood of continuing curricular need, in consultation with the Academic Strategic Planning Committee.

Adjunct faculty initially appointed in and after fall, 2000 may not serve for more than six years on a full-time basis; at the end of six years of full-time teaching, such appointees must be separated from the faculty.

### 3. Notifications

#### a. Tenure-Track Faculty

When an untenured member of the tenure-track faculty is not to have an appointment renewed, he or she shall be notified according to the following schedule. A faculty member on an initial one-year appointment shall be notified not later than February 15. A faculty member in the second year of service shall be notified not later than December 15. When such advance notice is not given, he or she shall receive an additional one-year terminal appointment to follow the current appointment.

In the third or any later year of service, a faculty member who is not to have an appointment renewed shall be granted an additional one-year terminal contract.

#### b. Non-Tenure-Track Faculty

Because visiting faculty appointments are made to fill temporary vacancies, and because adjunct appointments may be affected by budgetary constraints, reappointment of visiting and adjunct faculty cannot be guaranteed, nor can decisions about reappointment be made according to a fixed schedule.

### 4. Timing of Promotions

#### a. Tenure-Track Faculty

Instructors are promoted to assistant professor at such time as they have satisfied all the requirements for an appropriate terminal degree. Six years at Beloit College at the rank of assistant professor will ordinarily be the minimum length of time before promotion to the rank of associate professor. Service at the rank of Instructor shall count towards this six-year minimum. Six years at Beloit College at the rank of associate professor will ordinarily be the minimum length of time before promotion to the rank of professor.

#### b. Non-Tenure-Track Faculty

Visiting and adjunct instructors are promoted to assistant professor at such time as they have satisfied all the requirements for the terminal degree. After serving at least six years as an adjunct assistant professor, a continuing, non-tenure track member of the faculty may be considered for a promotion to the rank of adjunct associate professor. Adjunct faculty being considered for promotion will be reviewed by the department chair and by Faculty Status and Performance Committee. The chair's evaluation of a faculty member under consideration for promotion to adjunct associate professor will be reviewed by

faculty Status and Performance Committee, which will make its recommendation to the provost. Except in rare cases, adjunct faculty will not be promoted to adjunct professor.

5. Limitations on Terms of Appointment.

a. Tenure-Track Faculty

After three years of service at Beloit College an instructor shall be either promoted or separated from the faculty. After six years of service as an assistant professor at Beloit College, a faculty member shall be either promoted or separated from the faculty unless he or she has been awarded tenure without promotion.

6 Other Limitations

Of the total units of academic course credit offered in a given academic year, no more than 15 % may be offered by visiting, adjunct, or otherwise part-time, non-tenure-track faculty, exclusive of sabbatical replacements, other temporarily vacant tenure-track positions, music studio courses, and education credit offered by cooperating teachers. The provost shall consult Faculty Status and Performance Committee concerning the necessity of any short-term violations of this policy.

**D. Faculty Employment Obligations**

The faculty salary at Beloit College is a professional stipend or retainer. In return, the college has primary claim upon the individual faculty member's professional services for the two terms of the academic year. Ordinarily, full-time tenured or tenure-track faculty will teach the equivalent of five course units per year, advise, remain professionally active, and participate in governance through no more than three committee assignments. The provost in consultation with FS&P shall determine what counts as equivalent of five course units.

1. Special Assignments

Every member of the faculty is expected to accept assignments outside the normal instructional responsibility when requested by the provost. These may include committee work, serving as department or program chair or as program advisor, and participating in all-college programs, such as the First-Year Initiatives and interdisciplinary studies programs. Such assignments will be reckoned as part of the individual's overall professional load.

2. Meeting of Classes

Faculty shall conduct classes in accordance with the class schedule established at the beginning of the term. Deviations from the standard class schedule must be authorized by the Curriculum Oversight and Administration Committee, and will be dictated solely by the nature of the course and not by the convenience of the instructor.

3. Evaluation of Courses

All members of the faculty, regardless of rank or status, shall distribute course evaluations to all students present during regular class time at or near the end of each course that they teach. Students must be provided adequate time to complete these evaluations without the faculty

member present. Course evaluations shall be processed according to instructions supplied by the office of Institutional Research, Assessment and Planning.

#### 4. Availability to Students

Every faculty member is expected to be reasonably available to students for out-of-class conferences and advising. Regular office hours should be posted.

#### 5. Absences from Class

- a. A member of the faculty who for any reason finds himself or herself unable to meet a scheduled class shall inform the department chair.
- b. The college encourages attendance at and participation in professional association meetings, but during a teaching term such absences should not total more than one week of classes per semester. Exceptions must be approved by the department chair. Absences by department chairs in excess of one week of classes must be approved by the provost.
- c. Consulting  
The college looks with favor upon outside consulting arrangements, provided they do not interfere with the individual's regular teaching responsibilities and can be judged to contribute to his or her professional growth and stature. The department chair should be fully apprised of such arrangements.
- d. Authorized Absence for Participation in ACM/GLCA Programs  
Authorized absence of faculty members from the campus of Beloit College to participate in activities sponsored by the Associated Colleges of the Midwest and the Great Lakes Colleges Association, such as the Newberry Library Seminar in the Humanities, and the Urban Studies Program, shall count as equivalent and continuous time in residence on the Beloit campus in establishing eligibility for tenure, promotion, and leaves of absence, and persons on such programs shall receive the full fringe benefits being given at the time.

### **E. Permanent Tenure**

Permanent tenure is awarded by the board of trustees. A recommendation to award permanent tenure shall be made primarily by the provost, in consultation with the Faculty Status and Performance Committee; the most significant input will generally come from the departmental and program evaluations, including evaluation by an interdisciplinary committee when such arrangement has been agreed upon by the candidate and the department or program chair. The provost will review all recommendations for tenure with the president, who will present them to the board of trustees.

#### 1. Criteria for Tenure

Tenure consideration is based upon the categories of evaluation listed under "Evaluation of performance." While reference is always to these four categories, a level of performance deemed to warrant granting of tenure can be achieved in a variety of ways.

## 2. Timing for Consideration

Permanent tenure shall be granted only to tenure-track teaching members of the faculty according to the following guidelines:

- a. In the case of faculty with fewer than four years of prior full-time teaching elsewhere, tenure consideration will occur no later than during the sixth year of full-time teaching at the college, and no earlier than during the fourth year.
- b. In the case of faculty with four or more years of full-time teaching elsewhere, tenure consideration will normally occur in the third year of full-time teaching at the college.

Deviation from this timetable may be approved by the provost in consultation with the appropriate department chair and the Faculty Status and Performance Committee.

- c. A faculty member may be considered for tenure at Beloit College only once. Therefore, application for tenure earlier than the final year of eligibility should be made only with the encouragement and demonstrable support of the departmental chair and in consultation with the provost. If a faculty member stands for tenure and receives a negative recommendation from the provost, he or she may appeal that recommendation to the Appeals Committee as indicated below.

## F. Appeals Process for Contract Termination or Nonrenewal

When the Faculty Status and Performance Committee or the provost has recommended that a tenure-track faculty member's contract should not be renewed or should be terminated before its expiration, or that he or she should not be awarded permanent tenure, the faculty member may appeal the recommendation to the Appeals Committee, which shall then rule on the grounds of the appeal. If the Appeals Committee rules in favor of the appellant, the candidate's case shall be reconsidered by an Ad Hoc Review Committee. Before the Ad Hoc Review Committee reconsiders the candidate's case, the Appeals Committee shall determine whether the recommendation of the Ad Hoc Review Committee shall take the place of the recommendation of the Faculty Status and Performance Committee, the provost, or both. The president of the college shall consider the recommendation of the Ad Hoc Review Committee when rendering his/her own decision in the case.

### 1. Grounds for Appeal

The following are acceptable grounds for appeal: 1) the Faculty Status and Performance Committee, the provost, or the candidate's department or program failed to follow their own procedures or those stipulated in the Administrative Policy Manual, 2) the recommendations of the Faculty Status and Performance Committee or the provost were the result of discrimination based on age, sex, disability, race, color, religion, national origin, marital status, or sexual orientation, and/or 3) the rationale for non-renewal, termination before expiration, or the denial of permanent tenure violates the principle of academic freedom (as described in the "Statement of Principles on Academic Freedom and Tenure" adopted by the Association of American Colleges and Universities and the American Association of University Professors).

## 2. Role of the Appellant

Request for an appeal must be made in writing to the provost no later than seven business days after the faculty member has received written notification of the recommendation for contract termination, nonrenewal, or denial of permanent tenure. The appellant may consult with the director of human resources to discuss the appeals process, including acceptable grounds for an appeal. The appellant's formal letter of appeal must be submitted to the Appeals Committee and to the president's office no later than twenty-one business days after filing the letter of intent.

## 3. Role of the Appeals Committee

The task of the Appeals Committee is to consider and investigate the stated grounds for appeal, and to determine whether there is sufficient cause for an Ad Hoc Review Committee to reconsider the case. The Appeals Committee shall notify the president in writing whether an appeal has been granted. If the Appeals Committee finds in favor of the appellant, this written communication shall state the grounds upon which the appeal has been granted, and (according to the Appeals Committee's findings of where the violation of procedure occurred) state whether the recommendation of the Ad Hoc Review Committee shall take the place of the recommendation of the Faculty Status and Performance Committee, the provost, or both. No materials or communications related to the appeal, including the appellant's request for appeal, materials generated by the Appeals Committee in their consideration and investigation of the appeal, or the Appeals Committee's written communication to the president, shall be provided to the Ad Hoc Review Committee.

For information on the composition of the Appeals Committee, see Chapter VIII, E, 2, d.

## 4. Role of the Ad Hoc Review Committee

If the Appeals Committee determines that sufficient grounds exist to refer the case to an Ad Hoc Review Committee, this committee shall reconsider the materials submitted for the original review, or materials related to termination before expiration, according to the procedures governing the Faculty Status and Performance Committee. The Ad Hoc Review Committee shall make a written recommendation regarding renewal, permanent tenure, or termination to the president as soon as possible. Copies of the recommendation shall be sent to the appellant, the provost, the chair of the Faculty Status and Performance Committee, the chair of the Appeals Committee, and the appellant's department chair. The president shall take the recommendation of the Ad Hoc Review Committee into account in making his or her decision. In the case of a decision to award permanent tenure, the president shall take that recommendation to the board of trustees for final approval.

For information on the composition of the Ad Hoc Review Committee, see Chapter VIII, E, 4.

## **G. Promotion to the Rank of Professor**

Promotion to the rank of professor is awarded by the board of trustees. A recommendation to award promotion to professor will be made primarily by the provost, in consultation with the

Faculty Status and Performance Committee. The provost will review all recommendations for promotion to professor with the president, who will present them to the board of trustees.

#### 1. Criteria for Promotion to Professor

Tenured faculty wishing to be promoted to professor should have a record of distinguished service to the college. This should include excellence in each of the four areas of faculty responsibility: teaching, professional development, advising, and the other contributions to the college. In addition, candidates should have demonstrated distinctive strength in at least one of these areas. Faculty may apply directly for promotion, or may be considered as a result of promotion procedures initiated by chairs of departments or by the provost. It is highly recommended that candidates for promotion consult both the chair of their department and the provost before preparing an application.

#### 2. Timing for Consideration

Six years at Beloit College at the rank of associate professor will ordinarily be the minimum length of time before promotion to the rank of professor.

### **H. Dismissal for Cause and Release for Reasons of Extraordinary Economic Exigency**

A faculty member to whom the board of trustees has granted permanent tenure will be retained on the faculty until retirement, except in the case of dismissal for cause (“cause” to be interpreted as professional incompetence or moral turpitude), or except in the case of release for reasons of extraordinary economic exigency.

When dismissal for cause is contemplated, the provost shall consult with the Faculty Status and Performance Committee.

In cases of dismissal for cause, the procedures to be followed shall be in accordance with those set forth in the “Statement of Principles of Academic Freedom and Tenure” and “Statement on Procedural Standards in Faculty Dismissal Proceedings” adopted by the Association of American Colleges and Universities and the American Association of University Professors.

When a case of dismissal for cause leads to a formal hearing, the hearing committee shall be composed of the five available faculty members who have most recently retired from service on the Faculty Status and Performance Committee and who have not previously been concerned with the case. The committee shall elect its own chair. In the event that five former members of the Faculty Status and Performance Committee are not available to serve on the hearing committee, the faculty shall elect whatever additional members are necessary for the hearing committee from members of the faculty-at-large who have been full-time tenured or tenure-track Beloit College faculty for at least three years, upon the nomination of such persons by the Faculty Status and Performance Committee.

### **I. Evaluation of Performance**

Responsibility for evaluating faculty performance rests with the provost, department, program, or interdisciplinary committee chairs, and the Faculty Status and Performance Committee. From the outset of a faculty member's career at Beloit College, he or she should have a clear understanding of the criteria upon which performance is to be evaluated as well as the procedures by which evidence is gathered. Every effort should be made to ensure that the person evaluated has a realistic estimate of his or her success. The provost should maintain close communication with departments, and programs, and each chair should maintain close communications with his or her faculty colleagues, especially with untenured faculty members.

1. Categories of Evaluation

- a. teaching
- b. professional development (scholarship/research/publication/presentation)
- c. advising
- d. other contributions to the college.

2. Evaluation Process

a. Annual Reports

The provost shall annually request of each faculty member a written report of his or her work during the previous year, taking into account the four evaluation criteria and adding such other information as the faculty member wishes to include. This may, for example, include an analysis of his or her teaching and general contribution to the college community, or a description of the ways by which he or she plans to increase overall professional competence. This report shall be supplied by the faculty member to his or her department chair and to the provost.

b. Formal Evaluation

Full or formal evaluations of a faculty member's performance ordinarily take place as part of a process involving decisions about contract renewal, promotion, and tenure. Relevant written reports, appraisals, and evaluations shall become part of the faculty member's review file, for use in promotion and tenure decisions, salary determination, and any other personnel matters pertaining to that individual.

i. Evaluation of Untenured Tenure-Track Faculty

(a) General Considerations

(1) Class Visitation

All departments shall institute a regular procedure of class visitation of tenure-track candidates by all tenured departmental members. Written summaries of class visits shall be shared with the candidate and the chair.

(2) Letters of Evaluation

Prior to preparation of the departmental or committee letter, tenured members shall review the relevant materials and discuss the individual's candidacy. The chair then writes a letter that reflects this discussion and makes the department or committee's recommendation for reappointment and/or tenure. All tenured members shall attest to their participation in this review process, typically by signing the letter. The departmental or committee letter to the Faculty Status and Performance Committee and the provost shall be shared with candidates applying for reappointment and/or tenure, and candidates shall be given a copy of the final letter sent to FS&P. Typically, chairs will also talk with the candidate face-to-face before writing the letter. Tenured departmental or committee colleagues may write separate letters; those letters shall also be shared with the candidate. In instances in which an elected member of FS&P is also a member of the tenure candidate's department, program or interdisciplinary review committee, the individual shall participate in both levels of review for purposes of reappointment, tenure, and promotion. Unsolicited letters will not typically be made part of the candidate's permanent file. If a significant criticism or question arises in a tenure or reappointment case as a result of unsolicited information, the candidate shall be given the opportunity to respond to that criticism in writing and/or in person; when warranted, the Faculty Status and Performance Committee will make every attempt to protect the confidentiality of the people involved.

(3) Materials to be Reviewed

By the last Tuesday of August, candidates shall submit materials that are to be reviewed by department colleagues and, in the case of tenure candidates, by external evaluators. Materials shall include the following: the candidate's self-evaluation, teaching portfolio (course evaluations and corresponding statistical summaries provided to the candidate by the Office of Institutional Research, Assessment and Planning; selected assignments; exams; and syllabi), c.v., and annual reports. By the third Tuesday of September, the department shall submit its letter for review by the Faculty Status and Performance Committee and provost.

(b) Pre-Tenure Evaluation

Untenured faculty shall normally be evaluated in the second and fourth years of service, as part of renewal of contract. Upon completion of the review process, the provost and the chair of the Faculty Status and Performance Committee shall meet individually with all successful candidates to discuss their progress toward tenure.

(c) Tenure Consideration

In addition to the materials stipulated above, the review shall include letters of evaluation from colleagues both inside and outside the college. By May 1, tenure candidates shall forward to the provost the names of three campus colleagues who are in a position to comment on the candidate as a member of the college community, and six colleagues outside the college who are in a position to comment on the quality of the candidate's professional life in his or her field. The provost shall obtain letters of evaluation from four of the six persons identified as potential external reviewers and shall also be responsible for facilitating their access to the materials the candidate has provided. Solicited letters of reference written by campus colleagues and external reviewers shall remain confidential. In addition, in the spring semester prior to the tenure review, the Faculty Status and Performance Committee, in collaboration with the Office of Institutional Research, Assessment and Planning, shall conduct a survey of all students who have completed or are currently enrolled in at least one course with the candidate. Full survey results shall be made available to the Faculty Status and Performance Committee, the provost, and the candidate's chair. It shall be the responsibility of the chair to share a written summary of student comments with the candidate and with other tenured members of the department; such a summary shall become part of the candidate's file. Comments about the candidate's teaching and advising, without identifying information, shall be made available to the candidate. The survey shall also give respondents the option to provide confidential information, which shall be made available to the candidate in the chair's summary only. The candidate will then have the opportunity to address and respond to the survey results in his or her self-evaluation.

ii. Evaluation of Tenured Faculty

(a) Evaluation of Faculty for Promotion to Professor

Materials to be reviewed shall be due to the candidate's chair on the third Tuesday of January. These materials and the departmental letter shall be due to the Faculty Status and Performance Committee and the provost on the first Tuesday of February. In addition the review shall include letters of evaluation from colleagues both inside and outside the college. By October 1 candidates for promotion to the rank of professor shall forward to the provost the names of three campus colleagues who are in a position to comment on the candidate as a member of the college community and six colleagues outside the college who are in a position to comment on the quality of the candidate's professional life in his or her field. It shall also be the responsibility of the candidate to supply the provost's office with whatever material he or she regards as necessary for soliciting informed evaluations. The provost shall obtain letters of evaluation from four of the six persons identified as potential external reviewers, and shall also be responsible for facilitating their access to the materials the candidate has provided. Solicited letters of reference written by campus colleagues and external reviewers shall remain confidential.

Members of the Faculty Status and Performance Committee applying for promotion to Professor shall recuse themselves from consideration of all such promotion cases in the year in which they apply. Runners-up in the previous year's election to FS&P shall substitute for them when the committee considers promotion applications.

iii. Evaluation of Non-Tenure-Track Faculty

The teaching of continuing full and part-time faculty shall be evaluated at least every three years in writing by the chair of the appropriate department or program. Along with long-term priorities of the college, this evaluation will inform the provost's decision about reappointment.

c. Evaluation for Purpose of Salary Consideration

The provost may annually request from each faculty member's department chair an informal appraisal of that faculty member's performance in order to help in determining salaries. The appraisal shall include consideration of the faculty member's annual report, the chair's personal evaluation, the chair's summary of student response, including student course evaluations, and, in the case of untenured faculty, the results of consultation with tenured members of the department.

**J. Faculty Sabbaticals and Professional Development Leaves**

To strengthen their future service to the college and to the cause of higher education, all tenured or tenure-track members of the faculty are expected to engage in regular self-evaluation of their professional growth, including strengths and weaknesses in the four major areas of service: as teacher, scholar, advisor, and contributor to other college activities. They are also expected to make appropriate use of opportunities for leaves in order to carry out serious academic pursuits--study, research, writing, travel, or other creative intellectual activity that will enhance their professional growth and improve their contributions to the college.

Not more than two teaching terms of leave of any type, except in cases where leave is guaranteed by state or federal law, will ordinarily be granted to a faculty member in any student generation (four years). Any exceptions will be considered by the Provost in consultation with the Faculty Status and Performance Committee and the applicant's department chair.

The number of sabbatical and professional development leaves granted in any one year will be governed by the effect upon the educational program and the financial position of the college.

1. Sabbatical Leaves

The college maintains a sabbatical program in order to sustain the intellectual vitality of the faculty and to allow its members to engage in projects that will enhance their effectiveness as teacher-scholars. Sabbatical leaves are provided for those tenured and tenure-track members who demonstrate that the time will be put to effective use.

The proposed project must constitute genuine professional development and the value of the project is to be attested to by colleagues in the applicant's department and, when necessary, by

professional colleagues from outside. Teaching at another institution that merely replicates the applicant's Beloit College teaching is not an appropriate use of the sabbatical leave.

a. Eligibility

i. Tenure-track Faculty

Tenure-track faculty members who have completed three years of full-time teaching as a member of the Beloit College faculty are eligible for a semester-long sabbatical leave, ordinarily in their fourth year, if they have demonstrated significant progress toward tenure.

ii. Tenured faculty

Tenured faculty members become eligible for a first sabbatical leave if they have met one of the following criteria:

- Six years of service as a member of the Beloit College faculty.
- Four years of service as a member of the Beloit College faculty and a minimum of four years of full-time service as a faculty member elsewhere.
- Four years of service as a member of the Beloit College faculty after an initial appointment at Beloit College to the rank of associate professor or professor.

b. Provisions

After a first sabbatical leave, faculty become eligible for subsequent leaves after returning from sabbatical and providing an additional six years of service as a member of the Beloit College faculty. Faculty members who participate in the early sabbatical program may apply for a professional development leave prior to their next sabbatical. With the written approval of the Provost, a tenured faculty member who has served for more than six years since a previous sabbatical from the college will be able to count the additional service time toward eligibility for a subsequent sabbatical.

Faculty members taking semester-long sabbatical leaves shall be compensated at full salary. Those who take two-semester sabbaticals shall be compensated for the year at half salary. Faculty electing a one-term sabbatical are expected to teach three course equivalents during the term in which they are in residence. A tenured faculty member whose appointment is less than full-time is eligible for sabbatical leave according to the usual schedule, but will receive salary proportionate to his or her appointment.

Time spent on sabbatical leaves shall count towards eligibility for promotion, and persons on such leaves shall receive the full fringe benefits being given at the time. Faculty on full-year sabbaticals at half pay are covered for their full-year salary amount for life insurance, medical insurance, and long-term disability insurance. College contributions to the retirement plan will be based on the sabbatical salary. Worker's Compensation coverage continues during the period of sabbatical. In the event that salary benefits would be eligible under Workers' Compensation Insurance coverage, calculation of those benefits would be based on the actual sabbatical salary.

A faculty member receiving a sabbatical leave ordinarily becomes obligated to serve at least one full year of service after the leave. If resignation prevents such service, the salary received during the leave is to be refunded to the college.

The provost will select the appropriate means for communicating the results of each individual's project to the college community.

## 2. Professional Development Leaves

Tenure-track and non-tenure track faculty may apply for unpaid leaves for approved scholarly development activities. Such leaves ordinarily will not be granted until after three years of full-time service, and ordinarily not for more than one year.

Time spent on professional development leaves shall normally count towards eligibility for promotion or tenure. A person on such a leave will be given the usual consideration for a salary increase for the following year. Those on professional development leaves are not eligible for any retirement plan contributions and are not covered by Workers' Compensation Insurance. Health and dental insurance will continue at the regular College and employee contribution levels for up to six months. Thereafter the employee is responsible for full payment of the health and dental premiums until the end of the leave but not to exceed eighteen months. Failure to make timely payment of premiums will result in termination of coverage. If the board-approved leave is for (1) full-time study for an advanced degree, or (2) work in the field of education or research such as a Fulbright Foundation grant or government project, then life insurance and long-term disability insurance will remain in effect until the end of the leave but not to exceed twenty-four months. Insurance coverage will be based upon the salary of the employee just prior to the start of the leave.

## 3. Procedures for Obtaining Leaves

Applications for all sabbatical and professional development leaves shall be due to the provost, the individual's department chair, and to the chair of the Faculty Status and Performance Committee not later than November 1 of the year preceding the proposed leave. Applications for leaves with pay must show as explicitly as possible the ways in which the proposed program of activity will contribute to the applicant's development and stature as a scholar. Recommendations will be based on the judgment that these ends will be achieved by granting the leave. Applications for sabbatical leaves must include a discussion of the outcomes of the preceding sabbatical, if applicable.

All leaves will be granted only by the Board of Trustees on the recommendation of the president. The provost, in making recommendations to the president, will rely heavily upon the judgments of the department chair and the Faculty Status and Performance Committee.

## **K. Policy on Endowed Professorships**

1. Endowed professorships are created to match the generosity of donors to Beloit College with the basic interests of the institution in fine teaching supported by appropriate scholarship. They offer a way to recognize the accomplishments of teachers who make, or who will make,

outstanding contributions to Beloit. They provide a way in which donors who are especially supportive of the college can be attentive to areas of special personal interest.

2. Endowed professorships may be created:
  - a. to recognize the contributions of a current member of the faculty;
  - b. to acknowledge and strengthen an existing program at the college through an existing faculty position;
  - c. to expand and improve the college's program of study by creating a new position;
  - d. for some combination of the above (see item 8 below).
3. In all cases, the normal governance structures and procedures relating to personnel decisions and/or staffing allocations should be initiated at the earliest possible date. For an endowed professorship created from an existing position, it will be the responsibility of the provost, in consultation with the Faculty Status and Performance Committee, to select the faculty member to be named. For a professorship established as a new faculty position, it will be the responsibility of the provost, in conjunction with any department or program involved, to bring a formal proposal to the Academic Strategic Planning Committee for its consideration. In both cases, the donor's wishes and interests will be important elements in the discussion.
4. The wishes and interests of potential donors must be balanced with:
  - a. the curricular and staffing needs of the college, and
  - b. the characteristics of the particular academic department(s) involved, including seniority, service, scholarship, and teaching.
5. In appointing a person to an endowed professorship, the following conditions should apply:
  - a. A faculty member named to an endowed professorship should have made a significant contribution to the college, or, if the professorship involves a new appointment to the faculty, should have the potential to do so.
6. In naming the holder of an endowed professorship, consideration should be given to the probable use of any special stipends or funds made available, so that the holder recognizes an obligation to use such funds in a way that benefits the students and faculty of Beloit College through improvements to scholarship and teaching.
7. There shall be no specific term of appointment associated with endowed professorships. Continuation of an appointment shall be determined by the provost, in consultation with the holder and the Faculty Status and Performance Committee, and shall reflect both the record of achievement of the faculty member as well as other personnel considerations in the department or academic program involved.

8. The establishment of an endowed professorship that does not increase the size of the faculty offers significant budget relief to the college in terms of salary. It is the expectation that the development of such endowed professorships be part of a deliberate effort at the college to improve faculty salaries; and that funds freed by the creation of an endowed professorship be added to the base salaries of other members of the faculty over and above the amount that would otherwise be allocated for raises and other compensation in the year that the endowed professorship is created.

## Revisions to Chapter:

Date Chgd	Section / Subsection	Approved
02-02-10	Section F	AS-11/18/2009
05-10-10	Sections B, C, D, E, I, J, K	AS-3/22/2010
06-10-10	Section A	AS-February 2010
01-05-11	Style Guideline changes	Style Guide (web)
02-21-11	Section J	FS&P February 2011
09/07/11	Sections A.1.c, A.1.h, A.1.j and E.1	AS, April 2011
04/23/12	Section A.1.b, c, f, k; Section A.2.b, d, f-iii, i Section I-2.b.i.(a)(3), (b) (c)	AS-April 2012
02/19/13	Sections C.1.a, C.2.a.i, C.5.a, and J.3	AS-February 2013
03/14/13	Section I.2.b.ii	AS-March 2013
6/2/16	Section A.1.a,b,c,h i-x, j iii vii, k, and l	AS-April 2016
9/12/16	Section I, I.2.b.i.(a)(2), I.2.b.ii.(a), E	AS-September 2016
10/18/17	Section A. 1. and 2.	AS-May 2017