

Serving as a member of an accrediting team or review panel
Performing service to the community that draws upon a librarian's professional expertise

III. Professional Service

Service involves activities related to a faculty member's professional expertise but that are rendered to the University, community, or professional organizations and are beyond the normal scope of work responsibilities. Library, campus-Wide, and community contributions may draw on specific library skills or on generic professional skills (communications, organization, interpreting, information technology, and administering).

Professional Service activities may include items such as:

- Cooperating in supporting the mission and the goals of the Library and the University
- Involvement in standing or *ad hoc* committees of the faculty, department committees, or special committees or task forces
- Working with student organizations
- Academic advising
- Work with community, state, regional, or national organizations (for example, giving presentations, seminars, etc.)
- Utilizing professional expertise beyond daily work duties
- Working on institutional advancement projects
- Assigned departmental duties (for example, curriculum development and departmental planning)
- Offering assistance to other faculty members (research assistance, etc.)
- Serving as a department chair, coordinator, or other type of administrator
- Participating in a church or synagogue, as a civic volunteer, or in a study or hobby organization in professionally relevant ways

POLICY AND PROCEDURE ON TENURE

Preamble

Tenure is a state of presumed continuous employment awarded before the end of a specific time. After tenure is awarded, the faculty member's employment may be terminated only for adequate cause, cases of bona fide financial exigency, or formal discontinuance of a School/department/academic program, within the limitations and due-process safeguards as noted in the Francis Marion University *Policy and Procedures concerning Academic Freedom and Tenure*. Tenure status is available only to full-time institutional faculty members as defined in the aforementioned document.

I. Policy on Continuous Tenure

The achievement of continuous tenure of employment is based on merit and founded on the three criteria traditional in higher education: teaching effectiveness, scholarly activity, and professional service, as these are defined in the *Criteria and Procedures for Promotion in Academic Rank*. Consequently, the achievement of continuous tenure of employment parallels closely the achievement of academic promotion.

Tenure decisions are normally made during the sixth full academic year of employment at Francis Marion University. With the approval of the department or school, up to three years of full-time teaching experience at other institutions may be used in partial fulfillment of the time requirement for acquiring tenure. For those using credit from other institutions, the first contract year at FMU is the first probationary year.

When by a majority vote of the tenured members of the department or school, a non-tenure-track position is converted to a tenure-track position, up to five years of full-time teaching experience at Francis Marion University may be used in partial fulfillment of the time requirement for acquiring tenure. At the time of appointment to a tenure-track position contracts will specify both the credit for previous service toward tenure and the tenure decision date. The time to the tenure decision date shall begin with the first tenure-eligible contract at Francis Marion University.

In exceptional circumstances, the President may grant a faculty member tenure at the time of employment based on a favorable recommendation by the tenured members of the department or school, review and recommendation by the appropriate tenure and promotion committee, and review and recommendation by the Provost. If the Provost is the faculty member in question, the recommendation goes from the committee to the President. If the President is the faculty member in question, the recommendation goes from the Provost to the Board of Trustees.

II. Procedure for Continuous Tenure

Continuous tenure of employment is not awarded automatically. Instead, it is the result of planning between the faculty member and the department chair/school dean and between the department chair/school dean, and the Provost.

1. Issues, concerns, and deadlines relating to tenure should be discussed by the department chair/school dean with eligible faculty members at the beginning of the academic year of the tenure decision.
2. The candidate for tenure shall submit tenure application materials to the department chair/school dean by January 15.
3. By February 1, the department chair/school dean, in concert with the candidate for tenure, will submit to the school/college Committee on Promotion and Tenure the following materials, which together constitute the candidate's dossier:
 - a. a detailed *curriculum vitae*, defined to include:
 1. earned degrees, institutions, and dates of receipt
 2. primary areas of emphasis
 3. educational/work experience

4. honors, awards, and recognitions
5. research/scholarship*
6. professional service*
7. history of instructional or administrative loads*

(*See Annual Faculty Review and Evaluation for examples.)

- b. student course evaluation data
- c. a letter from the department chair/school dean which summarizes the candidate's eligibility for tenure and makes a recommendation regarding the tenure request
- d. copies of the department chair/school dean's Annual Faculty Review and Evaluation and the faculty member's Annual Report for each year of the candidate's tenure-track employment at Francis Marion University.

In addition to the above, the dossier may include:

- e. a brief (one page) candidate statement
- f. letters of support from colleagues
- g. letters of support from current and/or former students
- h. appropriate examples of scholarly work
- i. appropriate examples of professional service.

Because these items are optional, a dossier which excludes them is not to be judged negatively.

4. Upon receipt of the candidate's dossier, the school/college Committee on Promotion and Tenure reviews it and makes a recommendation. In the Schools of Business and Education, the recommendation and dossier will be forwarded to the school dean, with copies of the committee's recommendation sent to the candidate. In the College of Liberal Arts, the recommendation and dossier will be forwarded directly to the Provost. Meetings of the school/college Committee on Promotion and Tenure are closed.
5. In the Schools of Business and Education, upon receipt of the candidate's dossier, the dean reviews it and make a recommendation. The recommendation and dossier will be forwarded to the Provost, with copies of the dean's recommendation sent to the candidate and committee.
6. Upon receipt of the candidate's dossier, the Provost reviews it and makes a recommendation. The recommendation and dossier will be forwarded to the President, with copies of the Provost's recommendation sent to the candidate, the dean/department chair, and the school/college Committee on Promotion and Tenure.

7. Upon receipt of the candidate's dossier, the President reviews it, makes a final decision, and communicates that decision to the Provost, the candidate, the department chair/school dean, and the school/college Committee on Promotion and Tenure. The Provost or his or her designee will also announce the tenure decisions to the faculty.
8. At each stage of the tenure process a candidate for tenure shall be informed in writing, within fourteen working days, of all recommendations, and reasons for negative recommendations must refer to particulars of the employee's record.

III. Appeal Procedures

If the candidate believes that his or her academic freedom has been abridged, he or she may appeal the President's decision in accordance with the *Policy and Procedures concerning Academic Freedom and Tenure*.

CRITERIA AND PROCEDURES FOR PROMOTION IN ACADEMIC RANK

Preamble

This document is a promotion document and therefore does not address original appointment. Original appointment to academic rank is predicated on academic preparation, teaching experience, scholarly productivity, and professional service. The criteria for promotion which follow, however, should serve as a general guideline for all original appointments.

I. Criteria for Promotion in Academic Rank

Promotion in academic rank is based on merit and founded on the three criteria traditional in higher education: teaching effectiveness, scholarly activity, and professional service. Faculty members are expected to develop proficiencies in all three criteria. Particular weighting of the criteria for promotion purposes, however, may vary among departments/Schools to recognize individual variations among faculty. A candidate for promotion cannot be denied because performance in one of the criteria is less than the other two.

Teaching effectiveness is not limited to the classroom or the laboratory. Rather, it is concerned with imparting knowledge and instilling both the desire and ability to continue to learn, and may be defined to include such activities as course and curriculum development, reading for pedagogical improvement, and work with students outside the classroom/laboratory.

Scholarly activity, as it is defined within the context of a faculty member's discipline, serves as the means through which the faculty member remains current in discipline or makes new contributions to it. It includes, but is not necessarily limited to, research, publishing, study at intellectual centers, participation in professional societies, grant development, artistic performance, consulting, extensive reading in field, and other integrative or applicative endeavors which draw on a faculty member's expertise.

Professional service involves activities which are related to a faculty member's professional expertise and are rendered to the University or to community or professional organizations and may include guidance in student activities, participation in departmental,

School, and institutional committees, service in faculty governance generally, and public service at the local, state, national, or international level.

Candidates for promotion in rank to assistant professor (a) should hold an earned terminal degree; (b) should be in at least their fourth year as an instructor at Francis Marion University, and (c) must offer evidence of continuing growth in teaching, scholarly activity, and professional service.

Candidates for promotion in rank to associate professor (a) should hold an earned terminal degree; (b) should be in at least their sixth year as an assistant professor, and in at least their third year of continuous service at Francis Marion University; and (c) must offer evidence of demonstrated ability in teaching, scholarly activity, and professional service.

Promotion to professor represents the pinnacle of professional achievement and must be limited to outstanding accomplishment. Candidates for promotion in rank to professor (a) must hold an earned terminal degree; (b) should be in at least their sixth year as an associate professor, and in at least their third year of continuous service at Francis Marion University; (c) must have demonstrated exemplary performance in college teaching; and (d) must have achieved significant accomplishment in scholarly activity and/or professional service.

In exceptional cases a faculty member may apply for promotion early provided that the action has the prior written approval of the department chair (or school dean).

This policy governs normal progression through faculty ranks and is subject to modification by contractual agreement. Written evidence of such contractual agreements shall be submitted as part of the candidate's promotion portfolio.

II. Procedure for Promotion in Academic Rank

Promotion in academic rank is not automatic. Instead, it is the result of specific and continued planning between the faculty member and the department chair/school dean and between the department chair/school dean and the Provost. Each faculty member assumes primary responsibility for both professional development and promotion in academic rank, and promotion issues and concerns should be discussed by the faculty member with his or her department chair/school dean during the faculty member's annual evaluation. The communication between the faculty member and the department chair/school dean and between the department chair/school dean and Provost is intended to increase the probability that candidates for promotion fulfill the specific promotion criteria.

1. For promotion consideration, by February 1 of each academic year the department chair/school dean, in concert with the candidate for promotion, will submit to the school/college Committee on Promotion and Tenure the following materials which together comprise the candidate's dossier:
 - a. a "Candidate Statement" which summarizes in narrative form the candidate's work performance and compliance with the respective criteria for promotion
 - b. a detailed *curriculum vitae*, defined to include:
 1. earned degrees, institutions, and dates of receipt
 2. primary areas of emphasis
 3. educational/work experience

4. honors, awards, and recognitions
5. research/scholarship*
6. professional service*
7. history of instructional/administrative loads*

(*See Annual Faculty Review and Evaluation for examples.)

- c. student course evaluation data
 - d. a letter from the department chair/School dean which summarizes performance evaluation data for each of the three criteria from the appropriate years and makes a recommendation regarding the promotion request
 - e. copies of the FMU Annual Faculty Review and Evaluations and the faculty member's FMU Annual Reports for the period under review. Additional materials may be included at the candidate's discretion.
2. In addition to the above, the dossier may include:
- f. letters of support from colleagues
 - g. letters of support from current and/or former students
 - h. appropriate examples of scholarly work
 - i. appropriate examples of professional service.

Because these items are optional, a dossier which excludes them is not to be judged negatively.

3. Upon receipt of the candidate's dossier, the school/college Committee on Promotion and Tenure reviews it and makes a recommendation. In the Schools of Business and Education, the recommendation and dossier will be forwarded to the school dean, with copies of the committee's recommendation sent to the candidate. In the College of Liberal Arts, the recommendation and dossier will be forwarded directly to the Provost. Meetings of the school/college Committee on Promotion and Tenure are closed.
4. In the Schools of Business and Education, upon receipt of the candidate's dossier, the dean will review it and make a recommendation. The recommendation and dossier will be forwarded to the Provost, with copies of the dean's recommendation sent to the candidate and committee.
5. Upon receipt of the candidate's dossier, the Provost reviews it and makes a recommendation. The recommendation and dossier will be forwarded to the President, with copies of the Provost's recommendation sent to the candidate, the dean/department chair, and the school/college Committee on Promotion and Tenure.
6. Upon receipt of the candidate's dossier, the President reviews it, makes a final decision, and communicates that decision to the Provost, the candidate, the department chair/school dean,

and the school/college Committee on Promotion and Tenure. The Provost or his or her designee will also announce the promotions to the faculty.

7. At each step in the promotion process a candidate for promotion shall be informed in writing, within fourteen working days, of all recommendations, and reasons for negative recommendations must refer to particulars of the employee's record.

III. Appeal Procedures

1. A candidate for promotion in academic rank may appeal the final promotion decision to the Faculty Grievance Committee.
2. Based on its hearings, the committee shall make a recommendation to the President.
3. Upon receipt of the recommendation from the committee, the President makes a decision and communicates that decision to the candidate, the Provost, the dean, the department chair, the School/College Committee on Promotion and Tenure, and the Faculty Grievance Committee.
4. If the candidate believes that his or her academic freedom has been abridged, he or she may appeal the President's decision in accordance with the *Policy and Procedures concerning Academic Freedom and Tenure* stated in this *Francis Marion University Faculty Handbook*.

POLICY AND PROCEDURES FOR POST-TENURE REVIEW OF FACULTY

I. Policy on Post-Tenure Review

In order to ensure the continued excellence and professional development of its faculty, it is the policy of Francis Marion University to review periodically the performance of tenured faculty members. This review shall be a peer review process, conducted by a Performance Review Committee, and will normally occur at intervals of not more than six years. The performance review must be conducted in terms of the tenured faculty member's performance in the three general criteria of teaching effectiveness, research and creative activities, and professional and public-related service.

Post-tenure review is intended to be a positive mechanism which highlights strengths as identified by peers. The faculty member may respond to the evaluations, challenge the findings, and correct the record by appeal to the Faculty Grievance Committee or to the Academic Freedom and Tenure Grievance Committee (in accordance with III.1 and III.4, respectively). The evaluations are confidential, i.e., confined to the appropriate University persons or organizational bodies and the evaluated faculty member, to be released only at the discretion and with the consent of the faculty member.

As mitigating circumstances may warrant, the period for post-tenure review may be extended by up to two years upon approval by the President. In addition, the majority of faculty within a department/school, the department chair, the school dean, the Provost, or the President

may request a post-tenure review prior to the normal six-year period. If a faculty member eligible for post-tenure review was on sabbatical leave during the evaluated time period, detailed information regarding the outcome(s) of the sabbatical must be included within the post-tenure review process. Although promotions in academic rank and post-tenure review follow different processes, the same portfolio of documents may be used for both if reviews for promotions fall within the appropriate time interval and encompass all indicators required by post-tenure review. Faculty members who are in the TERI program with no more than two additional academic years remaining or who have announced plans to retire within two academic years will not be required to undergo post-tenure review.

Post-tenure review at Francis Marion University will fully respect academic freedom and will be consistent with the Best Practices for Post-Tenure Review as specified by the Commission on Higher Education of South Carolina. These guidelines are not intended and should not be construed to alter in any way the existing policies regarding tenure in other institutional documents.

II. Procedures for Post-Tenure Review

The post-tenure review process will be administered by the appropriate department chair/School dean. For the post-tenure review of a department chair/School dean, the Provost shall administer the process.

- A. The Provost will notify the appropriate department chair/school dean of a faculty member's post-tenure review.
- B. The department chair/school dean will notify the faculty member designated for post-tenure review.
- C. The faculty member will submit to the Performance Review Committee a *curriculum vitae* covering the previous six academic years.
- D. A Performance Review Committee will be chosen as follows: the faculty member will select one representative from within his or her school/department and one from outside the school/college; the school dean/department chair will select one representative; and the tenured faculty of the school/department will elect one representative to serve as chair of the committee. All members of the Performance Review committee shall be tenured.
- E. After evaluating the *curriculum vitae*, the Performance Review Committee will submit a report to the faculty member and the department chair/school dean. This report should reflect the consensual views of the committee with respect to the faculty member's continuing performance in discharging conscientiously and with professional competence the duties appropriately associated with the position at the time at which tenure was either initially granted or previously reviewed.
- F. No faculty member may attend a Performance Review Committee meeting during which his or her own case is being considered.

- G. All post-tenure review documents become part of the faculty member's permanent personnel file.
- H. The Administration will appropriately reward those faculty members who demonstrate exemplary achievement on post-tenure reviews.
- I. Procedure Concerning Recommendation of Unsatisfactory Performance

1. If the department chair/school dean receives a recommendation of unsatisfactory performance from the Performance Review Committee, the *curriculum vitae* and report of the Committee will be forwarded to the Provost, and the faculty member's department will begin to develop a procedure for further faculty development. The department chair and faculty member will appoint a Peer Advisory Team of two tenured faculty members, at least one from within the department. The faculty member may refuse any person's appointment to the Peer Advisory Team. The faculty member and the Peer Advisory Team will consensually develop a one-year plan to enhance the faculty member's development in those areas that the Performance Review Committee has indicated were unsatisfactory. The work of the Peer Advisory Team is strictly to assist the faculty member in development of a plan for improvement of performance revealed in the Performance Review Committee's report. The Peer Advisory Team and the faculty member reach a consensual agreement on the changes in the faculty member's behavior that are needed and the necessary institutional resources required to succeed. This procedure is not to be a repeat of the post-tenure review procedure. At the end of the year the Peer Advisory Team will review the faculty member's Annual Report and faculty evaluations and prepare a report for the faculty member, department chair, dean, and Provost. If the Peer Advisory Team's review is positive, the post-tenure review process is completed for six years. If the Peer Advisory Team's report indicates that there is need for additional improvement, the faculty member and team will repeat the process specified above.

2. In the event that recurring evaluations reveal continuing and persistent problems with a faculty member's performance that do not result in improvement after several efforts and that call into question his or her ability to function in that position, then other possibilities, such as mutually agreeable assignment to other duties or separation should be explored. If these are not practicable, or if no other solution acceptable to the parties can be found, then the administration will invoke peer consideration regarding any contemplated sanctions by referral to the Faculty Grievance Committee or to the Academic Freedom and Tenure Grievance Committee (in accordance with III.1 and III.4, respectively).

The standard for dismissal or severe sanction remains that of adequate cause, and the mere fact of successive negative reviews does not remove the institution's obligation to show cause for dismissal in a faculty forum before an appropriately constituted hearing body of peers convened for that purpose. The Administration is required to bear the burden of proof and demonstrate through adversarial proceedings not only that negative evaluations rest on fact but also that the facts rise to the level of adequate cause for dismissal. The faculty member must be afforded the full procedural safeguards set forth

in the 1958 *Statement on Procedural Standards in Faculty Dismissal Proceedings* and the *Recommended Institutional Regulations on Academic Freedom and Tenure*.

III. Appeal Procedures

At each step in the post-tenure review process a candidate for post-tenure review shall be informed in writing, within fourteen working days, of all decisions, and reasons for any negative decision must refer to particulars of the employee's record.

1. A candidate for post-tenure review may appeal a post-tenure review decision to the Faculty Grievance Committee.
2. Based on its hearings, the committee shall make a recommendation to the President.
3. Upon receipt of recommendation from the committee, the President makes a decision and communicates that decision to the candidate, the Provost, the dean, the department chair, the committee, and the Performance Review Committee.
4. If the candidate believes that his or her academic freedom has been abridged, he or she may appeal the President's decision in accordance with the *Policy and Procedures concerning Academic Freedom and Tenure*.

POLICY AND PROCEDURES CONCERNING ACADEMIC FREEDOM AND TENURE

Academic Freedom Defined

All members of the faculty are entitled to academic freedom:

The teacher is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his or her other academic duties.

The teacher is entitled to freedom in the classroom and laboratory in discussing his or her subject but should be careful not to introduce into his or her teaching controversial matter which has no relation to his or her subject. Any limitations of academic freedom should be clearly stated in writing at the time of the appointment.

The university teacher is a citizen, a member of a learned profession, and an officer of an educational institution. When he or she speaks or writes as a citizen, he or she should feel free from institutional censorship or discipline, but his or her special position in the community imposes special obligations. As a person of learning and an educational officer, he or she 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 he or she is not an institutional spokesperson.

Terms of Appointment