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I. Introduction

A. Purpose of the Faculty Handbook

This *Faculty Handbook* sets forth the policies of faculty governance as established by the vote of the faculty and approved by the Board of Trustees. These policies include policies and procedures for faculty appointment, evaluation and tenure; for organizing the administration of the faculty and the curriculum; for organizing the Faculty Senate, committees and meetings. Further, there are many College policies and procedures for community standards of behavior, benefits and workplace rules. All of them are included here as a ready source of guidance and information.

As used in this Handbook, the term faculty member shall apply only to persons appointed to tenure and tenure-track teaching positions and permanent and permanent-status track librarians, who are collectively referred to as tenured and tenure-track faculty in this document. Although the evaluation processes are described separately for teaching faculty and librarians, tenured and tenure-track teaching positions and permanent and permanent status-track librarian positions have the same rights and responsibilities. Persons appointed to other teaching positions, such as part-time positions, National Teaching Fellows, summer school positions, evening school positions, non-allocated positions, teaching assistants, and visiting and term appointments, shall be deemed to be —temporary faculty members. The —temporary faculty member’s contract shall formalize the appointment of all temporary faculty members, and such appointments shall be subject to the approval of the Board of Trustees. The appointment of the temporary faculty member shall automatically terminate at the end of the period stated in the temporary faculty member’s contract. No provision of this *Faculty Handbook* hereafter following shall apply to temporary Faculty members except as expressly provided.

B. Mission and Vision of the College

St. Mary’s College of Maryland Mission Statement
(Approved by the Board of Trustees on May 13, 2005)
(Approved by the faculty on February 24, 2004)
(Approved by the student government association on October 20, 2003)

St. Mary’s College of Maryland, designated the state’s honors College, is an independent public institution in the liberal arts tradition. We promote scholarship and creativity by challenging our students to achieve academic excellence through classroom activities, experiential learning, and close relationships with faculty. Our faculty and staff foster intellectual, social, and ethical development within a community dedicated to diversity and access. We provide students with opportunities to understand and serve local, national, and global communities and to accomplish social change. Founded on the site of Maryland’s first capital, the College stands as a living legacy to the ideals of freedom and inclusiveness. Our beautiful residential campus on the banks of the St. Mary’s River inspires our work, our play, and our commitment to the environment.

Values and Goals of the College
We value:
• Creative and intellectual exploration
• Diversity in all its forms
• Social responsibility and civic-mindedness
• Global engagement
• Environmental stewardship
• A spirit of community revolving around our students

St. Mary’s College of Maryland pursues the following goals:
• Maintaining a high standard of academic excellence
• Strengthening student/faculty interaction through small classes and close collaborations
• Enhancing access, affordability, and diversity
• Providing an integrative curriculum and fostering intellectual autonomy
• Expanding global engagement opportunities for our students and faculty
• Promoting and maintaining a community built on respect
• Offering a variety of educational, cultural, and recreational experiences for the campus and local communities

C. Academic Freedom

Institutions of higher education, including St. Mary’s College of Maryland, exist for the common good. The common good depends on the free search for truth and its free expression. Academic freedom is the freedom to discuss all relevant matters in the classroom, to explore all avenues of scholarship, research, and creative expression, and to speak or write without institutional discipline or restraint on matters of public concern as well as on matters related to professional duties and the functioning of the College.

Academic responsibility implies the faithful performance of professional duties and obligations, the recognition of the demands of the academic enterprise, and the candor to make it clear that when one is speaking on matters of public interest, one is not speaking for the institution. All faculty members must maintain their professional competence and their ability to display it in their lectures, performances, publications and exhibitions.

D. Board of Trustees

The Board of Trustees retains final authority on all matters. The board—through the authority delegated to the president—can initiate and propose change. On matters that are the primary responsibility of the faculty, if a negative decision is made by the Board of Trustees or, by delegation of its powers, by the president, the reasons shall be communicated to the faculty.

All previous by-laws and resolutions of the Board of Trustees of St. Mary’s College of Maryland inconsistent with these by-laws are hereby repealed and nullified.

E. Amendments to These By-Laws

1. Proposal of Amendments

Amendments to these by-laws may be proposed by either one of the following:

Two-thirds of the Faculty Senate

The presentation of a petition signed by at least thirty percent of the faculty
2. Adoption of Amendments

Each amendment must be presented to the faculty one week in advance for consideration at a duly convened faculty meeting. If the proposed amendment is approved by a simple majority of that meeting, then it shall appear on the agenda of a faculty meeting not less than two weeks later. On the second consideration of the amendment, approval of the proposed amendment requires an affirmative vote by a majority of the faculty who count toward a quorum.

In the event that approval of the proposed amendment by a majority of the faculty who count toward a quorum is not obtained at the second meeting, a mail ballot may be authorized at the second meeting by a majority of those present who count towards a quorum. If a mail ballot occurs, an affirmative vote by sixty percent of the faculty who count toward a quorum will be required to pass the amendment.

3. Approval of the Board of Trustees

Amendments to these by-laws that have been approved by the faculty shall be forwarded to the dean of faculty, who will make a recommendation to the president. The president will, in turn, make a recommendation to the Board of Trustees for its consideration and the by-laws shall become effective if board approval is given.

(APPROVED BY THE FACULTY ON SEPTEMBER 5, 2000; PASSED BY THE BOARD OF TRUSTEES ON MARCH 23, 2001)
II. The Academic Organization
(requires a vote by faculty and approval by the Board of Trustees to amend)

A. The Dean of Faculty

The dean of faculty is the chief academic officer of the College, second in authority only to the president. During the absence of the president, the dean of faculty shall serve as acting president. The dean of faculty shall be a person qualified for the rank of full professor in an academic area and shall assume that rank.

1. Responsibilities and Duties

The dean of faculty is responsible for providing leadership in all areas related to the academic life of the College. This responsibility shall include, but not be limited to:

a. the implementation, administration and communication of official academic policies and procedures;

b. the review of recommendations received from the faculty;

c. the identification of issues and needs related to the academic programs and policies of the College;

d. participation with the faculty in all levels of deliberations concerning academic matters as specified in the faculty by-laws.

e. responsible for

1.) the approval of the departmental curricula and academic programs;

2.) the coordination of departmental programs;

3.) the administration of activities, resources and facilities;

4.) the evaluation of all faculty members.

2. Appointment of the Dean of Faculty

When a vacancy occurs in the Office of the Dean of Faculty, the president of the College shall so announce to the College community and consult with the Faculty Senate and follow the procedure for the selection of a new dean of faculty as outlined below:

a. Initial Meeting

Upon becoming aware of a vacancy or potential vacancy in the position of the dean of faculty, the president shall meet with the Faculty Senate. After consultation with the Faculty Senate the president shall determine whether an Interim dean of faculty should be appointed or if a search should ensue.

b. Search Committee

1.) Selection and Make-up of the Committee
The Search Committee shall consist of the president, two members of the College community selected by the president and four faculty members selected by the faculty. Once notified of an impending search, the Faculty Senate shall convene a special faculty meeting at which four members of the seven-member committee shall be selected by the faculty, with no two members elected from the same department.

2.) Duties of the Search Committee

The Search Committee shall solicit and review applications and interview candidates. The Search Committee shall then recommend acceptable candidates to the president. The president shall recommend one of the proposed candidates to the Board of Trustees or direct the Search Committee to re-open the search and submit further candidates.

3. Evaluation of the Dean of Faculty

The president shall conduct an annual evaluation of the dean of faculty. Prior to conducting the evaluation of the dean of faculty, the president shall meet with the Faculty Senate. At that meeting the Faculty Senate shall provide the president, either orally or in writing, with an evaluation of the dean of faculty. All discussions and written material presented at that meeting shall remain confidential.

4. Removal of the Dean of Faculty

At any time, the president or three-fourths of the full-time faculty members may express their lack of confidence in the dean of faculty to the Board of Trustees. If the board concurs, the dean of faculty shall relinquish office and be allowed to serve on the faculty for at least three years.

B. Departments

For purposes of instruction, program, budget, and evaluation, the faculty is organized into departments. Most initiatives for policy and programs in the areas of primary faculty responsibility originate in the various departments.

1. Authorities and Responsibilities of Departments
   a. Each major or area of study resides within a department (with the exception of collaborative or interdisciplinary programs which will be administered by the departments involved.)
   b. The department is responsible for the development, execution, review, and assessment of its program and curriculum.
   c. Each department is administered by a department chair who chairs the department faculty, which shall meet at least once each semester.
   d. A list of departments and their faculty members will be issued from time to time by the Office of the Dean of Faculty.
   e. The department faculty consists of all persons occupying full-time teaching positions (including visiting, term, and adjunct positions) assigned to the department.
   f. The department faculty may invite members of the professional staff and part-time faculty who contribute to department programs to participate in decisions on curriculum and policy matters.

C. Department Chairs

1. The Responsibilities of the Department Chair
a. General:

1.) Leads the department in its missions of teaching, scholarship, and service.

2.) Develops leadership within the department and prepares department faculty members to serve as department chair.

3.) Supervises and evaluates the faculty of the department in all areas.

4.) Convenes and chairs meetings of the department faculty.

5.) Develops and monitors procedures for effective student advising within the department.

b. Faculty Development

1.) Orient new faculty to the department.

2.) Assists department faculty in improving their teaching, developing their professional competence, and in providing resources for these purposes.

3.) Meets with each full-time, tenure-track and tenured faculty member not on sabbatical to discuss their progress and goals as described in their annual self-report. Such a meeting should take place each year by the first Monday of spring semester.

4.) Gives special assistance to new and part-time faculty members in the department.

5.) Leads the department in mentoring of faculty.
   a.) coordinates an ongoing process distinct from the evaluation process that occurs at specified points during the career of the faculty member.
   b.) leads department in devising a well-designed mentoring program and coordinates the participation of multiple parties including department members, the department chair, and the dean of faculty or designee.

6.) Facilitates the development of sponsored research among the department’s faculty.

7.) Encourages department faculty participation in College and community life.

c. Faculty Evaluation

1.) Conducts the primary evaluation of departmental faculty.

2.) Guides faculty members through the tenure and promotion process:
   a.) provides timely information on evaluation and tenure including the department’s expectations and guidelines for obtaining tenure;
   b.) meets yearly with each pre-tenure faculty member to discuss the evaluation and tenure process as outlined in the by-laws, the faculty member’s progress towards tenure, and any activities (such as the preparation of a file or administration of narrative evaluations) that will take place in the coming year.

3.) With the advice of all tenured members of the department, writes the letter of evaluation for the College Evaluation Committee on all cases of retention, tenure and promotion.

4.) Following the formal pre-tenure review in the third year, the department chair discusses with the faculty member the expectations for tenure as outlined in the departmental letter

d. Curriculum
1.) Develops and establishes the department curriculum, in consultation with the department faculty.

2.) Coordinates the development of the department schedule of courses with the Registrar and dean of faculty.

3.) Assigns teaching responsibilities to department faculty.

4.) Approves exceptions to departmental requirements, including, but not limited to transfer credit, advanced placement, and other means of satisfying curricular requirements.

5.) Reviews and approves independent study courses, internships, and other non-class credits.

6.) Certifies completion of major requirements for graduation candidates.

7.) Reviews and approves special topics courses.

8.) Plans, implements and monitors an effective process of course and departmental learning outcomes assessment.

e. Budget

1.) Initiates and justifies the department budget request based on input from department faculty.

2.) Monitors the department budget.

3.) Authorizes expenditures against the department budget.

4.) Coordinates inter-departmental budget concerns.

5.) Monitors and develops the library resources that support the department’s curriculum and scholarship.

6.) Monitors the allocation of the annual budget for books, serials, databases, and other items purchased by the library in support of the department’s curricula.

f. General Administration

1.) Leads strategic planning within the department for teaching, facilities, curriculum, staff training and all other related department activities.

2.) Leads the hiring process of faculty members as appropriate

3.) Administers the shared resources of the department.

4.) Supervises clerical and staff members assigned to the department, if any.

5.) Coordinates work-study activity.

6.) Oversees maintenance of equipment and supplies for the department.

g. Information Technology

Coordinates the department’s information technology needs, including hardware, software, and webpage.

h. Representation

The department chair represents the department—its mission, needs, and accomplishments—throughout the College and beyond the College in the community as appropriate.
2. Appointment procedures for Department Chairs

The department chair must be a faculty member of the department at the time of appointment to the position. Whenever circumstances permit, this person must be either professor or associate professor and must have tenure.

a. When a department chair vacancy is anticipated, the dean of faculty will convene a meeting of the full-time faculty of the department to discuss the department’s needs.

1.) The dean of faculty will call for applicants. The department members may meet to discuss whom they want to apply but additional individuals may apply. When all applicants are identified, the dean of faculty will notify the department of the applicants and call for department member’s comment on each candidate. These comments will be confidential and will not be shared with the candidates.

2.) The dean of faculty shall consult, on an informal basis, with the department faculty about the candidates and possible terms of service. Then the dean of faculty makes a formal nomination for department chair and discloses the length of the term agreed on. The dean of faculty then convenes a second meeting of the department faculty.

3.) Department faculty vote on the nomination. In order to be approved, the nominee must receive a number of votes that constitutes a majority of the department’s full-time faculty members.

4.) If no majority is achieved, the dean of faculty can either nominate another person and repeat the approval process or appoint an acting chair of the department for a one-year term.

5.) In case a department chair becomes unable, unwilling, or is found to be unfit to serve a full term of appointment, the dean of faculty will initiate the selection of a new department chair.

6.) The selection of the department chair is sufficiently important that the dean of faculty shall not delegate any part of the dean of faculty’s role in the selection process to anyone else.

b. Each department chair serves a term, of a length agreed upon with the dean of faculty, of 3-6 years which may be renewed by the procedure outlined above. The department chair remains on a ten-month faculty contract and may receive additional remuneration for the service as department chair and/or course release time as necessary depending on the size and/or complexity of the department.

D. Faculty

1. Definition of the Faculty

The faculty of St. Mary’s College of Maryland shall consist of:

a. all persons occupying tenured and tenure-track positions;

b. full-time visiting, term, or adjunct positions;

c. the dean of faculty;

d. the president.

e. the deans and associate deans who are appointed from the faculty

All persons who do not occupy full-time teaching positions but teach a credit-carrying course at the College are considered to be part-time faculty members.

2. Academic Decision-Making

To exercise its responsibility, the faculty formulates recommendations through the academic decision-making procedures specified in these by-laws.
When the faculty recommendation has been formulated, the dean of faculty will either act upon the recommendation or recommend a course of action to the president. The president, in turn, may either act upon the dean of faculty’s recommendation or recommend a course of action to the Board of Trustees. Actions or recommendations of the dean of faculty which are adverse to the faculty’s recommendation may be appealed by the Faculty Senate to the president; actions or recommendations of the president which are adverse to the faculty’s recommendation may be appealed to the Board of Trustees.

3. Responsibility of the Faculty

The faculty has primary responsibility for recommendations on the academic affairs of the College through the delegated functions of formulating policy proposals and recommending courses of action to the dean of faculty who will recommend a course of action to the president of St. Mary's College of Maryland. This responsibility shall include, but not be limited to:

a. The academic objectives of the College;

b. The curriculum, including the subject matter and methods of instruction;

c. The standards and policies governing admission to the College, graduation from the College, and continuing matriculation at the College;

d. The recruitment, evaluation, and development of the faculty;

e. The long-range academic development of the College;

f. The allocation of educational resources; and

g. Those aspects of student life that are related to the educational process.

The Board of Trustees retains final authority on all matters. However, on matters that are the primary responsibility of the faculty, the power of review or final decision lodged in the Board of Trustees or delegated by it to the president of the College shall be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty.

4. Faculty Appointment Procedures

a. General

1.) When a vacancy occurs or a new faculty position becomes available, the dean of faculty will call for line requests from departments and consult with the Academic Planning Committee to determine the type of appointment that is to be made. The Academic Planning Committee will make a recommendation to the dean and to the Faculty Senate. When the College advertises to recruit for the expected vacancy, the type of the available position will be specified.

2.) Each person appointed as a full-time faculty member at St. Mary's College of Maryland will serve in one of the four ranks: professor, associate professor, assistant professor, instructor. It is expected that most faculty members will be either on tenured or on tenure-track appointments with contracts appropriate to their rank.

3.) Appointment of full-time faculty members shall be made by the Board of Trustees upon the recommendation of the president. No faculty member shall commence his or her employment at the College until the board has formally voted on the appointment.

4.) Special appointments of faculty members may be made between meetings by mail ballot or by specific authorization to the president to fill a particular vacancy.

5.) As outlined above, this policy does not apply to appointment of temporary faculty members, those appointed by the president for three years or less, usually to carry a teaching load.

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6.) Faculty contract. A standard form of agreement, the faculty contract, setting forth the conditions of employment, shall be used to formalize the engagement of faculty members.

b. Search and Hiring Procedures for Full-Time Teaching Faculty

1.) A search committee shall be formed, composed of the department chair, one or two faculty members elected by the department faculty, and one faculty member appointed by the dean of faculty. The search committee consults with the affirmative action/equal employment opportunity officer for guidance on conducting a search.

2.) The search committee advertises the position and screens the applications, and then consults with all faculty in the area of expertise for advice in the selection of candidates for interviews. The committee recommends interview procedures to the dean of faculty. All interviews are announced to the College community and all interested persons are given an opportunity to meet candidates.

3.) The department chair, reflecting the advice of the Search Committee and after consultation with departmental faculty, recommends an appointment to the dean of faculty who, in turn, makes a recommendation to the president.

4.) Contracts to the faculty are offered by the president and approved by the Board of Trustees on the basis of recommendations by the department chair and the dean of faculty.

5.) Each appointment of a faculty member is validated by a formal written contract between the appointee and the College.

6.) The contract will state the rank, salary, length of agreement, and other considerations of appointment. A copy of the contract, along with a copy of the Faculty Handbook, is presented to each prospective faculty member prior to acceptance of the offered appointment.

7.) The contract will be in the possession of both the College and the appointee before the appointment is consummated.

8.) The signed acceptance of the offered contract constitutes an obligation of the appointee to be bound by all terms of the contract. The signature of the president of the College will signify the institution's commitment to the contract. In the event that the dean of faculty or the president does not concur with the recommendation of the search committee, the search committee will meet with the dean of faculty or the president and then make another recommendation.

9.) The Board of Trustees makes the appointment and announces it to the College community.

c. Appointment Types

Appointments may be temporary, tenure-track, or tenured.

1.) Temporary appointments of individuals include the following titles, visiting, term, and adjunct. The rank of temporary faculty members will be determined using the same criteria (see section IV.C) for appointing tenured or tenure-track faculty to a rank, with the exception of criteria for service to the College.

a.) Visiting
Visiting appointments are made to replace a faculty member on leave or when the College has been unable to fill a tenure-track or a tenured position. Normally, a faculty member will serve in a visiting capacity for one or two years.

b.) Term
Term appointments are one- or three-year appointments that may be renewed for a total stay at the College normally not to exceed six years. Term appointments are made for positions that are not suited for a tenure-track appointment or where it is undesirable to make a tenure-track appointment due to current staffing patterns or expected enrollment or program changes.

c.) Adjunct
Some adjunct faculty are full-time (teach twelve credits in a given semester), some are part-time, and some move from full-
to part-time status and vice versa from semester to semester. Others hold full-time administrative appointments and also regularly teach for the College. An appointment to an adjunct position may originate with a department or with the dean of faculty. If initiated by a department, the department chair will forward a recommendation of approval of the appointment to the dean of faculty following formal consultation with departmental faculty. An appointment may originate with the dean of faculty, in which case it will be referred to the relevant departments for a consultation and approval process comparable to that described above. A contract for appointment as adjunct faculty can be for one semester or one year. If appropriate, at the end of the appointment term, the adjunct faculty member may be reviewed for renewal following the process already outlined.

d.) Eminent Scholars
Distinguished persons may be appointed to the faculty as Eminent Scholars upon the recommendation of the president but only with the concurrence of the dean of faculty and the Faculty Senate. Eminent Scholar appointments are for a specified period of time and do not lead to tenure.

2.) Tenure-Track and Tenured Appointments

a.) Tenure Track
A person appointed to a tenure-track position receives probationary employment that may lead to tenure, subject to the procedures, guidelines, and standards described in this document.

b.) Tenured
Persons who have been granted tenure may expect continuous employment at St. Mary's College of Maryland subject to the conditions outlined below (in section IV.D).

3.) Distinguished Persons
Distinguished persons may be appointed by the Board of Trustees upon recommendation of the president, but only with the concurrence of the dean of faculty and a majority of the entire faculty. Such appointments shall be for a specific period of time and will not lead to tenure.

4.) Emeritus and Emerita Rank

a.) Conferring Emeritus status on retired tenured faculty members
The rank of Professor Emeritus or Professor Emerita is a distinct honor that may be conferred only upon those faculty members who retire from the College, after having distinguished themselves through sustained high quality of teaching and service to students, scholarly achievement, and service to the College. The rank exists to recognize outstanding accomplishment and loyalty to the College and to provide the opportunity for continuing institutional affiliation after formal retirement.

b.) The following guidelines shall be appropriate qualifying criteria for these ranks:

i. He or she shall have at least ten years of service as a full-time faculty member at St. Mary's College.

ii. He or she shall have submitted his or her retirement request.

iii. He or she shall hold the rank of Professor at the time of the retirement request.

iv. The Board of Trustees may waive these criteria to permit the awarding of Emeritus or Emerita rank to faculty members of distinguished achievement.

v. The following procedures shall be followed in awarding the Emeritus or Emerita rank to faculty members of distinguished achievement:

vi. A candidate for emerita or emeritus status must be recommended by a majority of the faculty members of the department. The recommendation is forwarded, in writing and with supporting reasons, to the dean of faculty.
vii. The dean of faculty makes a recommendation to the president who, in turn, makes a recommendation to the Board of Trustees.

viii. The Board of Trustees makes the appointment.

c.) The following privileges shall accrue to holders of the rank of Professor Emeritus or Professor Emerita:

i. They, their spouses and dependents shall have full access to the physical facilities of the College, consistent with the privileges of a full-time faculty member.

ii. Whenever possible, they shall be provided with office space.

iii. They shall be entitled to a mailbox in an appropriate office and the same mailing privileges for professional correspondence as a full-time faculty member.

iv. They shall have access to secretarial services on a time-available basis, as determined by the dean of faculty.

v. They, their spouses and dependents shall receive the same discount for all College events and productions as received by full-time faculty members.

vi. They shall be entitled to use the name of the College as an institutional affiliation on grant proposals, fellowship applications, publications, exhibits, etc., subject to the same restrictions and regulations as for full-time faculty members.

vii. They may be invited to serve in an advisory capacity on College committees, at the discretion of the dean of faculty or the president.

More details concerning faculty appointment, criteria for rank, etc can be found in section IV. by-laws for appointments and evaluations

III. Organization of the Faculty for Governance
(requires a vote by faculty and approval by the Board of Trustees to amend)

A. General Organization of the Faculty

For purposes of considering, evaluating, and recommending proposals for policies and programs commensurate with the responsibility of the whole faculty, the faculty is organized into standing committees and ad hoc committees. A Faculty Senate serves as the executive committee of the faculty.

B. Process for Policy and Program Proposals

1. The faculty relies on faculty committees to consider proposals within their areas of responsibility. In considering proposed policies, the committees are to consult thoroughly with all interested persons in the College community.

2. All policy proposals of faculty committees must be considered and acted upon by the Faculty Senate and, where appropriate, by the faculty. However, as a general rule, neither the Faculty Senate nor the faculty should undertake extensive modifications of committee recommendations. Instead, if the Faculty Senate or the faculty conclude extensive modifications of committee recommendations are necessary, the proposals should be returned to the appropriate committee for further consideration.
3. When the faculty recommendation has been formulated and approved by the Faculty Senate or the faculty, the dean of faculty will either act upon the recommendation or recommend a course of action to the president of the College. The president, in turn, may either act upon the dean of faculty’s recommendation or recommend a course of action to the Board of Trustees. Actions or recommendations of the dean of faculty which are adverse to the faculty’s recommendation may be appealed by the Faculty Senate to the president of the College; actions or recommendations of the president which are adverse to the faculty's recommendation may be appealed to the Board of Trustees.

C. The Faculty Senate

1. Duties

a. The Faculty Senate shall serve as the executive committee of the faculty, and the Faculty Senate president and vice president shall represent the faculty in deliberations with officers of the College and the Board of Trustees. The senate provides for the participation of the faculty in committee assignments and other appointments. It shall have the authority to establish ad hoc committees for particular purposes, but all such committees shall be of limited duration. The senate receives reports from all committees of the faculty, from such ad hoc committees as it may establish, and from College officers responsible for the administration of academic support programs. In consequence of these reports, the Faculty Senate will determine the appropriate course of action.

b. The senate shall advise the president of the Faculty Senate on matters to be included in the agenda for faculty meetings.

c. The Faculty Senate shall have the power to interpret these by-laws, and no such interpretation shall be in contradiction to the by-laws of the College.

2. Membership

a. Full-time faculty members who do not hold full-time administrative positions and who have served at least two years on a tenured or tenure-track appointment at the College are eligible to serve on the Faculty Senate. Department chairs are normally not eligible to serve on Faculty Senate. The Faculty Senate shall consist of the following members:

1.) One senator shall be elected from each department by simple majority of the faculty members in that department. If a department is under special constraints, they may choose not to elect a senator or petition for an exception to the exclusions in 2a above.

2.) One cross-disciplinary study area faculty member elected by simple majority by the cross-disciplinary study area coordinators

3.) One professional librarian who has served at least two years at the College, elected by simple majority by the librarians eligible to vote as faculty.

b. If no pre-tenure faculty member is elected to serve on the Faculty Senate, the Faculty Senate shall appoint two members to serve a one-year term on the senate to meet this criterion. If one pre-tenure faculty person is elected, the senate shall appoint an additional pre-tenure senator.

c. In addition to the senators, the dean of faculty and/or a designee of the dean of faculty will serve with the Faculty Senate ex officio, without vote. A student representative to the Faculty Senate, to serve with the Faculty Senate without vote, will be designated by the Student Government Association.

d. Executive sessions of the Faculty Senate shall consist only of members of the Faculty Senate, with others attending at the discretion of the Faculty Senate.

3. Election of Faculty to the Faculty Senate

a. At least one month before at large faculty elections, the Faculty Senate will inform departments of expiring terms on the
senate and request departmental election of a senator.

b. At least one week prior to the faculty meeting scheduled for spring elections, the Faculty Senate shall distribute to the voting faculty the names of nominees received as appropriate for president and vice president of the Faculty Senate, faculty finance, admissions and facilities delegates, and parliamentarian of the faculty.

c. At a faculty meeting to be started no earlier than halfway through the spring semester and to be completed no later than one week prior to the end of the spring semester, the senate will, at that meeting, announce newly elected senators and new appointments to the standing committees of the faculty.

d. The faculty shall hold elections to fill any expiring terms among the senate president, senate vice-president, delegates, and parliamentarian. Nominations from the floor will be permitted for each position. Voting shall be by secret ballot if requested. A majority of those present and voting is required for election. In the absence of such a majority, the faculty will proceed immediately to a ballot between the two candidates with the largest number of votes.

e. The faculty shall elect, to fill expiring terms, in this order:

First, one member of the faculty who may or may not be a senate member is elected as president of the Faculty Senate;
Second, a member of the senate is elected as vice-president of the Faculty Senate;
Third, the faculty elects
a faculty finance delegate;
a faculty facilities delegate;
a faculty admissions delegate;
a faculty events delegate, and
Finally, the parliamentarian of the faculty

f. Unless provided for elsewhere in these by-laws, the elected members of the Faculty Senate shall serve three-year terms beginning with the start of the fall semester. The terms of the members shall be arranged so that one third are elected each year. The terms of the Faculty Senate president and vice president shall be three years beginning with the start of the fall semester.

g. If it becomes necessary to fill the unexpired term of a senator to the Faculty Senate, it shall be the responsibility of the department to provide for a special election within four weeks of the time the vacancy occurs.

4. The President of the Faculty Senate

The Faculty Senate president is elected by the faculty to serve as the executive officer of the Faculty Senate to represent the faculty to the administration and Board of Trustees.

a. Duties

As the executive officer of the Faculty Senate, the duties of the Faculty Senate president are:

1.) To serve, along with the Faculty Senate vice president, as a member of the Committee on Academic Affairs of the Board of Trustees.
2.) To preside over meetings of the faculty and to prepare and distribute the agenda for those meetings
3.) To preside over meetings of the Faculty Senate and to prepare and distribute the agenda for those meetings
4.) To coordinate selection of senators and faculty members to serve on standing committees with the approval of the Faculty Senate.
5.) To refer matters to appropriate committees
6.) To represent the faculty in meetings of administrative councils

7.) To serve on the Strategic Planning Committee of the College

8.) To serve as the faculty representative to the Board of Trustees

9.) To serve as a member of the Academic Affairs Committee of the Board of Trustees

b. Vacancy
If it becomes necessary to fill the unexpired term of the Faculty Senate president, it shall be the responsibility of the Faculty Senate to provide for a special election within four weeks of the time the vacancy occurs.

c. Compensation
During each semester in office, the Faculty Senate president shall receive a reduction of teaching responsibilities equivalent to one four-credit course.

5. Vice President of the Faculty Senate

a. Duties
1.) To assume the duties of the Faculty Senate president in the absence of the Faculty Senate president

2.) To serve as a member of the Strategic Planning Committee of the College and its Academic Planning subcommittee

3.) To serve as a member of the Academic Affairs Committee of the Board of Trustees

b. Vacancy
If it becomes necessary to fill the unexpired term of the Faculty Senate vice president, it shall be the responsibility of the Faculty Senate to provide for a special election within four weeks of the time the vacancy occurs.

6. The Faculty Finance Delegate

The faculty finance delegate is a tenured or tenure-track faculty member elected by the faculty to advise the dean of faculty on budgetary matters and to represent faculty interests to the Board of Trustees.
The faculty shall elect a faculty finance delegate to serve a term of three years, beginning with the start of the fall semester.

a. Duties
1.) To report in a timely fashion to the faculty or the Faculty Senate on fiscal and budgetary matters pertaining to the academic sector

2.) To serve as a member of the Strategic Planning Committee of the College

3.) To serve as an ex officio member with vote of the Finance, Investment, and Audit Committee of the Board of Trustees

b. Vacancy
If it becomes necessary to fill the unexpired term of the faculty finance delegate, it shall be the responsibility of the Faculty Senate to provide for a special election within four weeks of the time the vacancy occurs.

7. The Faculty Admissions Delegate

The faculty admissions delegate is a tenured or tenure-track faculty member elected by the faculty to advise the dean of faculty, dean of Admissions and the Faculty Senate on matters relating to standards for admission and scholarships or size and diversity of the entering class.
The faculty shall elect a faculty admissions delegate to serve a term of three years, beginning with the start of the fall semester.
a. Duties

1.) To report to the faculty or the Faculty Senate on matters relating to standards for admission and scholarships or size and diversity of the entering class.

2.) To consult with the dean of faculty and dean of Admissions on matters relating to standards for admission and scholarships or size and diversity of the entering class.

3.) To represent faculty interests to the Board of Trustees by serving as an ex-officio member with vote of the Committee on Enrollment and Student Affairs of the Board of Trustees.

b. Vacancy

If it becomes necessary to fill the unexpired term of the faculty admissions delegate, it shall be the responsibility of the Faculty Senate to provide for a special election within four weeks of the time the vacancy occurs.

8. The Faculty Facilities Delegate

The faculty facilities delegate is a tenured or tenure-track faculty member elected by the faculty to advise the dean of faculty and report to the Faculty Senate on matters relating to academic facilities and resources including buildings, computing and library services and to represent faculty interests to the Board of Trustees.

The faculty shall elect a faculty facilities delegate to serve a term of three years, beginning with the start of the fall semester.

a. Duties

1.) To report to the faculty or the Faculty Senate on matters relating to academic facilities and resources including buildings, computing and library services.

2.) To consult with the dean of faculty and vice-president for Business and Finance on matters relating to academic facilities and resources.

3.) To serve as a member of the Capital Planning Committee of the College and as an ex officio member with vote of the Committee on Buildings and Grounds of the Board of Trustees.

b. Vacancy

If it becomes necessary to fill the unexpired term of the faculty facilities delegate, it shall be the responsibility of the Faculty Senate to provide for a special election within four weeks of the time the vacancy occurs.

9. The Faculty Events Delegate

The faculty events delegate is a tenured or tenure-track faculty member elected by the faculty to advise the dean of faculty and report to the Faculty Senate on matters relating to academic events including scheduling, recruitment, planning and available services, and to represent faculty interests to the College's Events Committee.

The faculty shall elect a faculty events delegate to serve a term of three years, beginning with the start of the fall semester.

a. Duties

1.) To report to the faculty or the Faculty Senate on matters relating to academic events, event planning and scheduling, resource management and available services.

2.) To serve as a member of the College Events Committee

b. Vacancy

If it becomes necessary to fill the unexpired term of the faculty events delegate, it shall be the responsibility of the Faculty Senate to provide for a special election within four weeks of the time the vacancy occurs.

10. Faculty Representatives to the Board of Trustee Committees

Faculty representatives to the Board of Trustees committees will be tenured or tenure-track faculty member members elected by the faculty to represent faculty interests to the Board of Trustees. The faculty shall elect faculty representatives to serve terms of three years, beginning with the start of the fall semester. One faculty representative will be elected for each Board
of Trustees committee that does not already have faculty representation through the senate president or faculty delegates.

a. **Duties**
   1) To report in a timely fashion to the faculty or the Faculty Senate on matters pertaining to the work of the Board of Trustees Committee to which they have been assigned.
   2) To serve as an ex officio member with vote of the assigned committee of the Board of Trustees.

b. **Vacancy**
   If it becomes necessary to fill the unexpired term of a faculty representative to a Board of Trustees committee, it shall be the responsibility of the Faculty Senate to provide for a special election within four weeks of the time the vacancy occurs.

11. Parliamentarian of the Faculty

   The faculty shall elect a parliamentarian to serve a three-year term, beginning with the start of the fall semester.

   a. **Duties**
      1.) To advise the person presiding at meetings of the faculty on the correct parliamentary procedure
      2.) To advise the Faculty Senate president, or other members of the faculty, on issues of parliamentary procedure.

   b. **Vacancy**
      If it becomes necessary to fill the unexpired term of the parliamentarian of the faculty, it shall be the responsibility of the Faculty Senate to provide for a special election within four weeks of the time the vacancy occurs.

12. Faculty Committee Structure

   a. **General Provisions**
      1.) Membership on standing committees of the faculty shall be restricted to tenured and tenure-track faculty. Faculty members may serve on no more than one standing committee at a time.

      2.) Membership on standing committees is coordinated by the Faculty Senate president and approved by the Faculty Senate. At least one senator shall serve on each standing committee. The Faculty Senate will designate one member of the committee to convene the first meeting, and at that meeting a chair will be elected. In addition, at least three members of the faculty shall be appointed to each committee. Membership on ad hoc faculty committees is by appointment of the Faculty Senate.

      3.) Appointments to all committees are for three years, renewable for a second term for a maximum of six years of continuous service on a particular committee. The terms of faculty members on all committees, where possible, should be over-lapping.

      4.) Any vacancies that occur in a committee’s membership shall be filled by appointment by the Faculty Senate. All such appointments will take into consideration the committee service preferences of individual faculty members. For the purpose of calculating continuous years of service on a particular committee, the completion of an unexpired term is not counted as a term of service for the faculty member completing the term.

      5.) Terms of service on faculty committees begin at the start of the fall semester. The Faculty Senate will designate one senator to convene the first meeting of the committee. A quorum for the purpose of doing business shall consist of a majority of the voting members, exclusive of student members.

      6.) In the spring semester of each year, faculty members will be polled concerning their committee interests so that the Faculty Senate president can prepare a membership roster of standing committees consonant with these interests, for approval by the Faculty Senate. The information concerning faculty interests will be used by the Faculty Senate in making appointments to other committees.

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7.) Administrative representation to appropriate committees is provided for in these by-laws; generally appointment will occur after consultation of the Faculty Senate and the dean of faculty. Unless otherwise provided for, these representatives do not vote and shall not be counted in determining quorums.

8.) Student representation to appropriate committees is provided for in these by-laws. The Student Government Association appoints these representatives. Student members shall not be counted in determining quorums.

9.) College officers who wish faculty representation on special administrative committees should seek the advice of the Faculty Senate.

b. Types of Committees

There are two types of faculty committees:

1.) Ad Hoc Committees
Ad hoc faculty committees may be established from time to time by the Faculty Senate to consider specific issues that do not clearly fall under the jurisdiction of any committee as established by these by-laws. These committees will exist for clearly defined times.

2.) Standing Committees
Standing committees make recommendations regarding programs of the faculty within their area of jurisdiction. All standing committees of the faculty shall be responsible to the Faculty Senate; their recommendations with supporting information shall be conveyed in writing by the committee member of the Faculty Senate, unless expressly noted otherwise below.

All proposals for committee action shall be submitted by the Faculty Senate in writing to the appropriate committee chairperson.

13. Faculty Senate Committees

a. The following are the standing committees of the Faculty Senate:

1.) Strategic Planning Committee
2.) Academic Planning Committee
2.) Academic Policy Committee
3.) Curriculum Review Committee
4.) Faculty Issues Committee

b. Strategic Planning Committee

This is a global planning committee for the College. Its designation as a standing committee of the faculty is designed to ensure that planning within the College is comprehensive, includes all constituencies of the College (faculty, administration, staff and students) and is consistent with the mission of the College.

1.) Membership
a.) the president,
b.) dean of faculty,
c.) vice president for Business and Finance,
d.) vice president for Advancement,
e.) dean of students
f.) dean of the core curriculum and first year experience
g.) Faculty Senate president,
h.) Faculty Senate vice president,
i.) faculty finance delegate,
j.) four faculty members selected by the Faculty Senate, at least one of whom shall be a pre-tenure faculty member,
k.) student government president,
l.) student trustee, and
m.) a non-exempt staff person
These persons serve as members with vote. The dean of faculty and the Faculty Senate president serve as co-chairs of the Committee.

2.) Functions of the Strategic Planning Committee
   a.) Serve as an advisory body to the President, who is responsible for the development of the College’s strategic plan that is to be approved by the Board of Trustees, for periodically updating the strategic plan, and for the execution of the strategic plan.
   b.) Identify strategic plan priorities for detailed study annually; update other items annually as needed
   c.) Establish and analyze data indicators to assess success of the strategic plan

c. Academic Planning Committee
For issues related to traditional academic planning matters such as allocation of academic lines, the Academic Planning Committee will be constituted. The Academic Planning committee serves as an advisory committee through the Dean of Faculty to the President, who bears overall responsibility to the Board for resource allocations throughout the college, and who is the final determinant of resource allocations.

1.) Membership
   The committee membership shall consist of:
   a.) the four faculty members sitting on the Strategic Planning Committee by appointment of the Faculty Senate
   b.) the Faculty Senate vice president
   c.) the dean of faculty and/or the dean of faculty’s designee.

2.) Functions of the Academic Planning committee
   a.) analyzes the existing state of undergraduate and post-baccalaureate education both internal and external to the College, and projects trends
   b.) reviews plans for the development of the academic program of the College, evaluates progress in meeting the objectives of such plans, and considers the implications, financial and otherwise, of various strategies for development
   c.) recommends to the dean of faculty and senate the allocation of faculty lines and faculty support positions
   d.) reviews the progress of all developing academic programs and new academic initiatives
   e.) The committee recommends actions to the dean of faculty and reports their recommendations to the Faculty Senate. The dean of faculty informs the SPC and faculty of the committee’s recommendations.

d. Academic Policy Committee

1.) Membership
   a.) one faculty member who is a senator
   b.) three additional faculty members approved by the Faculty Senate
   c.) one student, with vote
   d.) the Registrar, ex officio, without vote
   e.) the dean of faculty or his /her representative, ex officio, without vote.

2.) Functions
   a.) To review and recommend to the Faculty Senate academic policies for all courses and programs at the College offered on or off campus during the regular terms and the summer term. Specifically, the areas of responsibility include the following policy matters: calendar and schedules; academic advising; class attendance; examinations; academic probation and dismissal; class status; transfer, advanced placement, and credit by examination; graduation with honors; and academic dishonesty.
b.) To review all cases of an academic nature for which policy has not been stated and to make recommendations to the Faculty Senate

c.) To review all cases of appeal of academic dismissal and to make recommendations to the dean of faculty or his or her representative

d.) To review, at the discretion of the Chair of the Academic Policy Committee, any student requests submitted to the dean of faculty or his or her representative for exceptions to degree requirements or other academic policies, and make recommendations to the dean of faculty or his or her representative.

e. Curriculum Review Committee

1.) Membership

a.) one faculty member who is a senator  
b.) three additional faculty members approved by the Faculty Senate  
c.) one student, with vote;  
d.) Librarian of the College or his/her representative, ex officio, without vote  
e.) Registrar of the College or his/her representative, ex officio, without vote.

2.) Functions

a.) To review proposed additions, deletions, and changes to the curricular requirements and course offerings of all components of the academic program of the College, and to make recommendations for action to the Faculty Senate

b.) To review the course offerings and curricular requirements of all proposed academic programs of the College, and of existing programs of the College as the need arises, and to make recommendations to the Faculty Senate

c.) To periodically review curricular requirements and assessment procedures and outcomes for all academic programs of the College

d.) To establish and publish deadline dates and procedures for the submission of proposed revisions or additions to the curriculum of the College

f. Faculty Issues Committee

1.) Membership

a.) one faculty member who is a senator  
b.) three additional faculty members approved by the Faculty Senate, with vote  
c.) the dean of faculty or his/her delegate will serve ex officio without vote.

2.) Functions

a.) To review policies related to faculty hiring, promotion and tenure. This is not evaluative but rather a review of the policies surrounding the hiring, promotion and tenure processes.

b.) To review standards, policies and guidelines related to compensation including merit evaluation, equity adjustment, benefits and retirement.

c.) To periodically review all policies related to faculty and comparison to peer institutions.

D. Meetings

1. Individuals Eligible to Vote

a. all persons occupying tenured, tenure-track, or full-time temporary appointments
b. associate deans who are members of the faculty

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c. dean of faculty of the College
d. president of the College
e. all full-time college employees teaching at least four credit hours in the current semester.

2. Meetings of the Faculty and Faculty Senate
a. Rules of Procedure

1.) Meetings of all groups formed under these by-laws shall be open to all members of the College community. However, any such group may convene executive sessions subject to the State of Maryland open meeting law.

2.) All meetings held under these by-laws shall be governed by the procedures described in Robert's Rules of Order, Revised.

b. Faculty Meetings

1.) The faculty shall meet at least once each semester.

2.) The president of the Faculty Senate will coordinate
   a.) approval of meeting schedules and agendas by the Faculty Senate
   b.) communicating the agenda to the faculty so that faculty members shall receive written notice of a faculty meeting and an agenda for the meeting not later than three full working days prior to the day scheduled for the meeting.
   c.) compilation, in consultation with the department chairs, and approval of the voting list at the first faculty meeting of each semester.

3.) Upon the request of at least twenty percent of the voting faculty, the president of the Faculty Senate shall call a faculty meeting not later than one week from the submission of the petition.

4.) A quorum for doing business shall consist of a number of voting faculty exceeding fifty percent of the total number of voting faculty members excluding visiting or part-time faculty and those faculty members on sabbatical leaves or other leaves of absence.

5.) By a two-thirds vote, the faculty or the Faculty Senate may authorize a mail ballot on unresolved motions before the faculty. For a motion to pass on a mail ballot, a simple majority of affirmative votes must be counted from a number of ballots exceeding fifty percent of the total number of faculty counting toward a quorum.

c. Faculty Senate Meetings

1.) Meetings of the Faculty Senate shall be held regularly and at least once each month during the academic year.

2.) There shall be a senate meeting within one week of the beginning of each semester at which the time of the regular senate meetings for the following semester shall be decided. The time of the regular senate meetings shall be announced to the College community well in advance of the semester to allow for planning.

3.) Faculty members shall receive written notice of each senate meeting and the agenda of items for that meeting not later than the last working day before the day of the meeting.

4.) Special senate meetings shall be held at the request of at least two members of the senate or of twenty percent of the faculty not later than three working days after the submission of the request.

5.) A quorum shall consist of two-thirds of the elected members of the senate.

6.) A majority of the senate members present and voting shall be required for senate action on all matters.

d. Approval of Faculty Senate Actions by the Faculty
1.) All matters of major importance shall be brought by the senate before the faculty and decided by the faculty. The senate may refer any of its actions to the faculty as it deems appropriate.

2.) The senate may act for the faculty on other matters.

3.) When a faculty meeting cannot reasonably be convened, and action by the faculty is urgently required, the senate may act for the faculty. Such senate action shall be reviewed by the faculty as soon as a faculty meeting can be held.

4.) Faculty approval of senate actions shall be assumed if no request for faculty review is received by the Faculty Senate president within five working days of the distribution of the minutes of the Faculty Senate meeting in which the action was taken. Upon request of at least twenty percent of the faculty or of one third of the members of the Faculty Senate, the Faculty Senate action shall be brought before the faculty and decided by the faculty.

IV. By-laws Governing Faculty Appointments, Evaluations and Tenure
(requires a vote by faculty and approval by the Board of Trustees to amend)

A. Preface
St. Mary's College of Maryland has as its primary mission to provide students an education in the liberal arts and sciences comparable to that found at the best institutions of its kind. The standards by which faculty members will be judged reflect this mission. The evaluation of faculty should support the welfare and goals of both the individual and the institution. In the process of evaluating faculty members the standards described below shall be used. These standards are neither rigid nor formulaic in nature. They support the right of each faculty member to develop as a teacher-scholar.

B. Academic Responsibility of the Institution for Faculty Development
Mentoring of faculty is crucial to their development as teachers and scholars. Development is an ongoing process distinct from the evaluation process that occurs at specified points during the career of the faculty member. Development requires well designed mentoring programs and the participation of multiple parties including department members, the department chair, and the associate dean of faculty. The following are elements of a faculty development program.

1. The departmental role in mentoring begins with providing timely information on evaluation and tenure including the department’s expectations and guidelines for obtaining tenure. All department chairs must meet yearly with each pre-tenure faculty member to discuss the evaluation and tenure process as outlined in the by-laws, the faculty member’s progress towards tenure, and any activities (such as the preparation of a file or administration of narrative evaluations) that will take place in the coming year.

2. Faculty members may request colleagues within their departments or from other departments to directly observe their teaching by visiting the faculty member’s classroom. Class observations for developmental purposes are to be carried out only by the invitation of the faculty member requesting such direct observation. Colleagues should make every effort to fulfill such requests.

C. Minimum Criteria for Appointing Faculty to a Rank
Expectations regarding teaching ability, professional achievement, and service to the College will vary from rank to rank. In
general, the higher the rank, the higher the level of expected proficiency. Meeting the following criteria for rank appointment is a necessary but not always a sufficient basis for appointment. When it is in the best interest of the College, any of the standards listed below may be waived to permit the appointment of individuals of distinguished achievement.

1. Instructor
   a. Substantial progress towards a doctorate or other appropriate terminal degree is usually required.
   b. Previous teaching experience, including experience as a teaching assistant is desirable.
   c. Strong evidence of marked potential for growth as a teacher and a scholar is highly desirable.

2. Assistant Professor
   a. A doctorate or other appropriate terminal degree is usually required unless exception is specified in the appointment letter.
   b. Previous teaching experience is desirable.
   c. Strong evidence of marked potential for growth as a teacher and scholar is highly desirable.

3. Associate Professor
   a. A doctorate or other appropriate terminal degree is usually required.
   b. Completion of five years of successful teaching at the College level as an instructor and/or assistant professor is required.
   c. Excellence as a teacher is expected.
   d. Professional achievement of high quality is expected.
   e. Significant service to the College is expected.

4. Professor
   a. A doctorate or other appropriate terminal degree is usually required.
   b. Completion of at least five years at the rank of associate professor is required.
   c. Demonstration of continued excellence as a teacher is expected.
   d. Professional achievement of high quality, recognized by professional peers beyond the campus is expected.
   e. Superior service to the College community, preferably in leadership roles, is expected.

D. Conditions for Tenure-Track and Tenured Appointments

Tenure is the assurance to experienced faculty members that they may expect to continue in their academic position unless adequate cause for dismissal is demonstrated in a fair hearing following the procedures established in this document. Tenure may be granted by the Board of Trustees to faculty members after the expiration of their probationary period. Tenure terminates with the retirement or resignation of the faculty member, or when the faculty member is dismissed for cause, or when the position is eliminated.
1. Probationary Pre-tenure Period

a. Faculty members who are appointed to tenure-track positions at St. Mary’s College of Maryland shall serve a probationary period according to the schedule and subject to the conditions listed below.

b. The initial appointment is for a period of three years. A notice that the appointment will or will not be renewed must be given in writing by the president of the College no later than six months before the expiration of the contract.

c. The second and final probationary appointment is for a period of three years. The faculty member shall receive a written communication by the president of the College that informs the person that either 1) tenure has been granted, or 2) the appointment terminates with the expiration of the contract. A faculty member denied tenure would then be offered a one-year contract extension prior to its expiration.

d. The probationary period is not to exceed six years. It may be interrupted by mutual agreement between the dean of faculty and the faculty member after consultation with the department chair. Such interruptions may be for personal or medical reasons, including pregnancy and parental leaves, and will not normally extend the probationary period cumulatively more than one year.

e. For faculty members with substantial prior teaching or other appropriate experience the probationary period may be shortened by mutual agreement between the dean of faculty and the faculty member in consultation with the department chair.

f. If a person is considered for the granting of tenure without a probationary period, the department chair must write a letter of approval for the College Evaluation Committee. Then the person's credentials shall be reviewed by the College Evaluation Committee, which will make a recommendation to the dean of faculty before tenure is offered.

2. Contract Renewal

a. Contracts will be renewed upon successful completion of the three-year probationary review, or when tenure or a promotion has been granted.

b. In cases where a faculty member has failed to receive timely notice concerning the renewal of appointment or the granting of tenure, the person is entitled to an extension of the current contract of one year.

3. Institutional Factors that Influence Award of Tenure

a. The College must seek to maintain balance in its faculty and to preserve flexibility to adjust its programs to the needs of a changing environment. The decision to grant tenure is of such fundamental importance that the dean of faculty, president or board committees involved in the faculty evaluation process must be accorded reasonable latitude consistent with academic freedom, equal opportunity, and standards of fairness.

b. A tenure-track appointment is made when institutional projections, arrived at by the dean of faculty in consultation with the appropriate department chair, show that it is probable that the appointment can lead to tenure primarily on the basis of meritorious performance. Occasionally the institutional interest may require that a tenure track appointment be made if there is a reasonable possibility, rather than a probability, that the appointment can lead to tenure. In such a case, the candidate for the position will be informed in writing of the situation before the appointment is made.

c. Serious financial or enrollment shortfalls, changing educational or curricular needs, or developments that create an undesirable tenure ratio in the faculty may have a bearing on the renewal of tenure-track appointments. The College will make every effort to identify such factors and notify the faculty member of them as soon as possible and, barring a significant reduction of College resources, no later than two years before the decision of whether or not to grant tenure is due.

d. When a situation arises where there are such institutional grounds (other than the circumstances described in section
IX.K) to eliminate or convert an occupied tenure track position to a term position, the dean of faculty will present the case to the tenured members of the affected department for their advice. If the dean of faculty then judges that the appointment should not be renewed, the dean of faculty will proceed to inform the faculty member without delay and make a recommendation against renewal to the president. Any recommendation against renewal of an appointment for such reasons shall be reviewed by the Faculty Senate, which will make its own recommendation to the president. The final decision is made by the Board of Trustees. The faculty member will have the right to serve out the term of the contract.

E. Standards for Evaluating Faculty for Pre-Tenure Contract Renewal, Tenure, Promotion and Five Year Post Tenure Review

The three basic criteria applied to faculty evaluation are excellence in teaching; scholarly, professional and/or creative achievement; and service to the College and the wider community. Teaching of high quality and the maintenance of excellence and competence in the classroom are, however, of greatest importance and cannot be replaced by high achievement in the other areas.

The following definitions and guidelines are used in the evaluation of faculty.

1. Excellence in Teaching

St. Mary's College of Maryland expects its faculty members to be excellent teachers. While many different teaching styles can lead to excellence in teaching, these are some common elements that characterize excellent teachers.

a. Professional Competence. This includes a broad and deep knowledge of one's discipline as well as a detailed understanding of advanced work in a subfield. It also includes an appreciation and knowledge of connections with other fields.

b. Ability to Communicate and Stimulate Interest. Good teachers are able to work well with students, to communicate with them effectively, and to stimulate them to learn about, and to gain an appreciation of, their subject. Ideally, they instill in students the curiosity that makes life-long learning desirable and enjoyable.

c. Essential Fairness. All students have a right to be treated fairly. Fair treatment requires not only the equitable awarding of grades but also basic respect for each student as an individual regardless of ability, race, gender, or other personal qualities. Fairness requires that clear criteria for success be established and followed.

d. Concern for Students. Good teachers show interest in, and concern for, their students' intellectual development. This includes an ability and a willingness to challenge students.

2. Professional, Scholarly, and/or Creative Achievement

a. For the evaluation for tenure, professional, scholarly, and creative work should receive recognition from professional peers beyond the campus. Such recognition may consist of the acceptance of articles by recognized professional, peer reviewed journals or by respected national journals, magazines, or newspapers, or in the publication of books of an intellectual nature by reputable publishers. It may also consist of the acceptance of artistic, literary, dramatic, or musical creations or performances in galleries and theaters and reviews of these artistic, literary, dramatic, or musical creations or performances by respected critics in leading publications. Other forms of recognition exist and may be used, as appropriate, to evaluate the individual faculty member’s scholarship.

b. Professional, scholarly, and/or creative activities beyond the classroom are expected of all faculty members. The purposes of this work include the following:

1.) Development. Professional achievements enhance the intellectual development of the person.

2.) Contributions to the world of scholarship and creativity. Scholarly and creative work is important to the enrichment of
the discipline or other intellectual and artistic areas, or to make achievements of the discipline or other fields available or useful to a wider audience.

3. Service to the College and the Community

a. As part of their service to the College, faculty members are expected
   1.) to attend general faculty meetings as well as departmental meetings;
   2.) to serve on standing committees or ad hoc committees of the College and/or the Faculty Senate;  
   3.) to advise students and maintain posted office hours;
   4.) to participate in institutional self-study and evaluation programs;
   5.) to attend faculty workshops and conferences, College convocations and commencement exercises;
   6.) to nominate candidates for degrees, honors and prizes; and
   7.) to help formulate courses and programs.

b. Faculty members are expected to conduct themselves professionally and to accept their fair share of the department’s and College’s administrative workload. In addition, faculty members may contribute to the administration of cross-disciplinary study areas. Because such work functions to further the mission of the College as a whole, departments have the responsibility to consider it as equally important as departmental administration. Faculty members should contribute to the well being of the College and its students and personnel by participating in activities and programs that improve the functioning of the institution and enhance life at the College. Knowledgeable academic advising is particularly important.

c. Service activities may include the following:

   1.) Academic advising.
   2.) Planning and development of programs and curricula.
   3.) Participation in cross-disciplinary programs.
   4.) Participation in faculty and College governance.
   5.) Participation in recruitment of faculty.
   6.) Organizing, or active participation in, programs that enhance the cultural or intellectual life at the College or in the wider community.
   7.) Organizing, or active participation in, social, charitable, or educational programs at the College or in the wider community.
   8.) Work in alumni relations, student recruitment, and College advancement.
   9.) Contributions to extracurricular programs or activities that enhance student development.
   10.) Work involved in international programs and study abroad.

F. Expected Achievements of Faculty at Various Evaluations

1. Pre-tenure Contract Renewal Evaluation

At the time of this evaluation, the faculty member should have made significant progress towards achieving excellence in teaching. It is also expected that the faculty member will have begun to implement a program of scholarly, professional and/or creative activities and service to the College. Although the faculty member will be evaluated in all three areas, primary importance will be given to the person’s teaching. Persons who are not professionally competent or who fail to demonstrate continued significant progress towards teaching excellence, professional activity and service should not be reappointed. Faculty members who have not completed the work for the appropriate terminal degree generally will not be reappointed.

2. Tenure Evaluation

In this evaluation the faculty member’s teaching, professional, scholarly, and/or creative achievements, and service to the College will be assessed. For the granting of tenure, the faculty member must be an excellent teacher and demonstrate professional accomplishments and service to the College of high quality and consistent with the expectations by the College spelled out in the pre-tenure evaluations.

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3. Evaluation of Tenured Faculty

Tenured faculty members are expected to continue to develop as teachers, scholars, and colleagues throughout their stay at the College. For promotion to professor, the faculty member must continue to be an excellent teacher, and have demonstrated professional activity recognized outside the College. Service to the College should be of high quality and include leadership roles. The faculty member's progress should be consistent with the expectations by the College spelled out in earlier evaluations.

G. The Evaluation Process for Pre-tenure Contract Renewal, Tenure and Promotion of Faculty

The faculty evaluation process is established for the evaluation of all full-time faculty members for the purposes of pre-tenure contract renewal, the awarding of tenure, and promotion to higher rank. The chain of evaluation is as follows: the department chair makes a recommendation to the College Evaluation Committee. This committee makes a recommendation to the dean of faculty who, in turn makes a recommendation to the president. The president recommends an action to the Academic Affairs Committee of the Board of Trustees and the Board of Trustees makes the final decision.

1. Confidentiality of the Process and Conduct of Participants in the Process
   a. Committees and individuals involved in the evaluation process have the right and the responsibility to conduct their deliberations without outside interference.
   b. Participants in the evaluation process must observe strict confidentiality at each step. Discussions about a candidate may only involve those with direct knowledge of the content of the faculty member's file.
   c. Faculty members shall be notified of all decisions that concern them and will be informed of the reasons for each decision.
   d. Upon written request by a faculty member or an officer or committee involved in the evaluation process, the Faculty Senate shall investigate any allegations of violations of procedures.

2. Timetable of the Evaluation Process
   a. Pre-tenure Contract Renewal Evaluation (The following timetable applies to persons who are appointed to tenure track positions at the entry level. For faculty members who are credited with previous teaching experience appropriate adjustments will be made as described in the appointment letter.)
      1.) The pre-tenure evaluation will be conducted during the fifth semester of the faculty member's employment at the College.
      2.) The faculty member must have his/her evaluation file submitted to the department chair by August 15th prior to the start of his/her fifth semester.
      3.) Following the formal pre-tenure review in the third year, the department chair will discuss with the faculty member the expectations for tenure as outlined in the departmental letter (see section G3b below).
   b. Tenure Evaluation
      1) The evaluation for granting of tenure will occur in the faculty member’s 12th semester at the College, unless an earlier time is agreed to by the dean of faculty. Pre-tenure sabbatical time is included in this count. Leave of absence may also be included in this count.
2) The faculty member must have his/her evaluation file submitted to the department chair by a time determined by the dean of faculty prior to the start of his/her 12th semester.

c. Evaluation of Tenured Faculty

1) Any time following receipt of tenure without simultaneous promotion to associate professor, a faculty member may stand for promotion to associate professor.

2) As early as the eleventh semester following promotion to associate professor, a faculty member may make application to the department chair to be promoted to professor. This time includes any time on sabbatical from the College. This time may include leaves of absence.

3. The Evaluation Process

Department

a. In the case of pre-tenure contract renewals, awarding of tenure and of promotion, the department chair shall convene a meeting of the Departmental Evaluation Committee, which is comprised of tenured faculty in the department. The specific purpose of the Departmental Evaluation Committee is to evaluate the performance of any faculty member under review and make recommendations on contract renewal, tenure, or promotion.

1.) A Departmental Evaluation Committee will contain no fewer than three members. If a department contains no more than two tenured faculty members, the person under review shall submit the names of faculty members from other departments to serve on the departmental evaluation committee and the dean of faculty shall appoint from this list.

2.) If the department chair is standing for tenure or promotion, the responsibility for convening the departmental meeting and preparing the recommendation for the College Evaluation Committee will fall to a tenured department member appointed by the dean of faculty.

3.) If any of the tenured faculty are serving on the College Evaluation Committee they may not participate in the evaluation of the faculty member from their department in the College Evaluation Committee.

b. Following this evaluative meeting, the department chair will write a letter summarizing the results of the meeting. The letter must reflect both the majority and minority opinions of the tenured faculty. The letter will be circulated to all tenured members of the Departmental Evaluation Committee not on sabbatical for review and approval. The vote will be recorded in this letter. In the case of the letter for the pre-tenure evaluation, the letter should contain expectations to be met at the tenure evaluation.

c. If the department chair is not a tenured associate professor or tenured professor, the responsibility for preparing the recommendation to the College Evaluation Committee falls to a tenured department member appointed by the dean of faculty.

d. The letter will be delivered to the faculty member and a copy to the Office of the dean of faculty.

e. The faculty member under review will have one week after receiving the department chair’s letter to submit a written response (if desired) to that letter prior to advancement of the faculty member’s file to the College Evaluation Committee. This response will be attached to the recommendation of the department chair and will become part of the evaluation file.

f. The evaluation file will be delivered to the Office of the Dean of Faculty and the chair’s letter and any response to that letter will be placed in the faculty member’s evaluation file.

College Evaluation Committee

a. The College Evaluation Committee (CEC) will then review the evaluation file. If there are any questions regarding the file the CEC may request, in writing, further clarification from the department evaluation committee (DEC). The clarifications from the DEC must be returned to the CEC in writing. The CEC will ensure that these written communications
are placed in the evaluation file. The final recommendation of the CEC together with reasons and vote will be communicated in writing to the dean of faculty and the faculty member under review. The Office of the Dean of Faculty will ensure that this letter is placed in the evaluation file of the faculty member.

b. The faculty member under review will have one week after receiving the College Evaluation Committee’s letter to submit a written response (if desired) to that letter prior to advancement of the faculty member’s file to the dean of faculty. This response will be attached to the recommendation of the College Evaluation Committee and will become part of the faculty member’s file.

Dean of Faculty

a. The dean of faculty will then review the file, all prior recommendations, and all written responses by the faculty member. The dean of faculty’s recommendation, together with reasons, will be communicated in writing to the president of the College and the faculty member under consideration. The letter will become part of the evaluation file.

b. The faculty member under review will have one week after receiving the dean of faculty’s letter to submit a written response (if desired) to that letter prior to advancement of the file to the dean of faculty. This response will be attached to the recommendation of the dean of faculty and will become part of the faculty member’s file. At this point, the faculty member may also request a review of the case through the appeals process. If so, the faculty member must request in writing the appeal within one week from receipt of the dean of faculty’s recommendation. The faculty member and the dean of faculty will then have two weeks to form a special Appeals Committee. The Appeals Committee shall consist of three tenured faculty members, with one member chosen by the faculty member filing the appeal, the second one chosen by the dean of faculty, and a third person acceptable to both parties.

c. The Appeals Committee shall review the case and make a written recommendation on the merits of the appeal to the president and to the faculty member. The letter will become part of the evaluation file.

President

a. The president shall review the file, all previous recommendations, and written responses by the faculty member. The president’s recommendation, together with reasons, will then be communicated in writing to the Academic Affairs Committee of the Board of Trustees and to the faculty member. All other recommendations from the department, College Evaluation Committee, and dean of faculty, as well as all written responses will also be forwarded to the Academic Affairs Committee of the Board of Trustees.

b. The faculty member under review will have one week after receiving the president’s letter to submit a written response (if desired) to that letter prior to consideration of the case by the Academic Affairs Committee of the Board of Trustees. The faculty member may also present the case to that committee if so desired.

Board of Trustees

a. The Academic Affairs Committee of the Board of Trustees will review the recommendations of the president, along with the recommendations of the other evaluators and committees involved in the faculty evaluation process.

b. The Academic Affairs Committee will present its recommendations to the full Board of Trustees for action. All recommendations and responses will be available to the board.

c. When the Board of Trustees has made its decision, the president will be responsible for notifying the individual faculty member in writing of the decision of the board.

H. Groups Involved in the Faculty Evaluation Process for Pre-tenure Contract Renewal, Tenure and Promotion and their Responsibilities
1. The primary responsibility of the groups and individuals listed below in evaluation and communication of evaluations to the next level.

Groups or individuals involved in the faculty evaluation process are as follows:

a. Tenured members of the department and the department chair (Departmental Evaluation Committee).

b. The College Evaluation Committee.

c. The dean of faculty.

d. The president.

e. The Academic Affairs Committee of the Board of Trustees.

f. The Board of Trustees.

In the event of appeals the following groups may be involved:

g. Appeals Committee appointed by the dean of faculty and faculty member.

h. Academic Affairs Committee of the Board of Trustees.

i. Faculty Senate for appeals regarding violations of procedure.

2. Responsibilities and operating procedures of the evaluating groups are as follow:

a. Department Faculty and department chair

It is the responsibility of the tenured members of the department faculty and of the department chair to participate in a thorough and balanced evaluation of their colleagues. All tenured members should acquire knowledge of the candidate’s teaching, through discussions about teaching with the candidate, review and discussion of teaching materials, or classroom observations. The department chair will collaborate with the senior faculty and the candidate to arrange pedagogical discussions or review of course materials. The department chair may request, in the semester prior to a formal review (for pre-tenure, tenure or promotion), to schedule one to three (total) classroom visitations by the chair or other senior faculty. The department chair and the candidate will work together to find mutually acceptable times for the visits. Faculty should also acquaint themselves with the candidate’s professional work and service to the College by reviewing the candidate’s evaluation file.

b. College Evaluation Committee

1.) Composition of the College Evaluation Committee

The College Evaluation Committee shall be comprised of seven tenured faculty members. No two faculty members serving on this committee may be members of the same department. Members of this committee serve three-year terms with two or three members elected annually at a spring semester faculty meeting. A faculty member may serve on this committee for no more than two consecutive terms. Should a committee member leave the committee, the Faculty Senate will appoint a replacement. Replacements to the committee shall serve for the duration of the unexpired term. No department chairs or members of the administration may serve on this committee. A member of the CEC may not participate in the evaluation of someone from his or her own department.

2.) Procedures for the College Evaluation Committee

a.) The College Evaluation Committee will review pre-tenure evaluations in the fall semester and tenure and promotion evaluations in the spring semester.
b.) Voting on motions will be by secret ballot as specified in the by-laws. Voting will be written, with three possible votes, also as specified by Robert's Rules of Order. Abstentions will count as absent votes, also as specified by Robert’s Rules. Thus, a motion will pass if and only if a candidate receives a positive majority of the yea-nay votes.

c.) Any member of the College Evaluation Committee can call for a re-vote prior to the end of the deliberations and the communication of the decision to the dean of faculty.

d.) Persons under evaluation must resign from the College Evaluation Committees before participating in any reviews that year.

e.) The College Evaluation Committee shall limit its discussions regarding a faculty member standing for promotion or tenure to materials included in the evaluation file. Unsubstantiated comments are not acceptable items for discussion. The College Evaluation Committee may call upon a department chair or the department chair’s designee for clarification of a candidate’s file or for additional information. A detailed record of questions and subsequent answers and materials are to be included in the candidate’s file. In the case of a non-tenured department chair, the dean of faculty will work with the department chair before designating a representative. If a committee member communicates any information not present in the evaluation file, he or she must submit this information in writing to the College Evaluation Committee and a copy to the faculty member. The faculty member may respond to this in writing to the College Evaluation Committee within five working days.

f.) The College Evaluation Committee will keep a confidential record of its meetings. The record will include dates and times of its meetings, names of persons present, item discussed, action taken and the record of such decisions on tenure and promotion of faculty members. The chair will appoint a secretary at each meeting, and the minutes of the meeting will be available only to the members of the College Evaluation Committee. A copy of such minutes will be submitted to the Office of the Dean of Faculty.

g.) The College Evaluation Committee will elect its own chair, establish its own procedures governing its own internal functioning but not establish any evaluative guidelines. These procedures must be approved by the Faculty Senate.

h.) The College Evaluation Committee will review evaluation files and communicate the recommendation in writing to the dean of faculty and to the faculty member.

c. The Dean of Faculty

1.) Each year, the dean of faculty will establish deadlines for the various steps in the evaluation process.

2.) The dean of faculty is responsible for placing all letters from evaluative groups in the faculty member’s evaluation file and is responsible for establishing procedures to ensure the security of the evaluation file.

3.) The dean of faculty will review the evaluation file and communicate the recommendation in writing to the president and to the faculty member.

d. The President

The president will review the evaluation file and communicate the recommendation in writing to the Academic Affairs Committee of the Board of Trustees and to the faculty member.

e. The Academic Affairs Committee of the Board of Trustees

f. The Board of Trustees

The Board of Trustees issues the final decision relating to appointments, reappointments, salaries, promotions, tenure, and dismissals.

g. Appeals Committee Appointed by the Dean of Faculty and Faculty Member
1.) The procedures governing the Appeals Committee will be approved by the Faculty Senate.

2.) In order to resolve disputes regarding the quality of the professional work of a faculty member, the committee will be allowed to gather information outside of the College community.

h. Academic Affairs Committee of the Board of Trustees
The Academic Affairs Committee of the Board of Trustees will accept appeals to the recommendations of the president in accordance with procedures it shall establish in the interests of due process. Faculty members who appeal will be allowed to present their case along with supporting documents to the Academic Affairs Committee in person or through a representative.

I. Materials for the Evaluation File

Evaluation for pre-tenure contract renewal, tenure and promotion require preparation of an evaluation file. A clear and concise evaluation file is preferable to one containing redundancies. The faculty member is responsible for assembly of this file and is the only individual who can place materials in the file except for evaluative letters (and responses, if any, to such letters) prepared by the department chair, College Evaluation Committee, dean of faculty, president and the Board of Trustees. The Office of the Dean of Faculty is responsible for seeing that letters are placed in the file at the appropriate times in the process. The file is distinct from the personnel file. Only those materials listed below may be included in a file and they must be presented in the order given. The specific materials to be included in a faculty member's file when evaluated for contract renewal, tenure, or promotion are subsets of this list as described in section J.

1. Recommendations from Evaluators

Following an evaluation, letters by groups involved in the faculty evaluation process (section H, a through f) will be added to the faculty member’s evaluation file by the Office of the Dean of Faculty and will be placed before the CV.

2. A Current CV

There will be no limit on the number of pages for the CV but it should not describe service or courses taught, as these are more appropriately included in the comprehensive self-report.

3. A Comprehensive Self-Report

In this report the faculty member reflects on his or her teaching, mentoring process, scholarly, professional and/or creative activities, and scholarship, service to the College and goals for the future in a suggested maximum of 3000 words.

4. Cross-disciplinary Study Area Participation

Faculty members who have significant participation in cross-disciplinary study areas, may elect to have a letter of evaluation from the coordinator of the relevant area(s) included in the pre-tenure review, tenure, promotion, and/or post-tenure review evaluation file.

5. Dean of Faculty’s Evaluations of Cross-Disciplinary Coordinators

The dean of faculty’s office is expected to provide evaluative letters at each of these milestones for the coordinators of the cross-disciplinary study areas.

6. Colleague Evaluation Letters

The candidate may elect to include letters of evaluation prepared by colleagues that can focus on any area of a candidate’s performance about which the evaluator is well informed. These letters can be solicited from junior or senior faculty within the College community and can focus on a person's scholarship, teaching, service or other features of the faculty member’s
professional performance.

7. Student Evaluation Letters

The candidate may elect to include letters of evaluation from students with whom the candidate has interacted in any capacity. These may include former students or advisees. Students should not be asked for a letter while they are currently taking a class from the candidate.

8. Letters from Professionals outside the College Community

In the case of an individual standing for promotion to professor, two letters assessing the candidate’s scholarship must be solicited from beyond the College community. The faculty member in consultation with the department chair, will compile a list of at least four professional peers from outside the College. The dean of faculty will select two people from the list and will request each to evaluate the faculty member’s scholarship.

9. Materials Documenting Teaching

a. Classroom Teaching Evaluations (College’s approved student evaluations)

Instructor reports of the College’s approved student evaluations for the four semesters preceding the evaluation must be included in the evaluation file. The faculty member may include the reports from all semesters preceding the evaluation. Individual student response forms must not be placed in the file. Additional evaluations generated by the instructor for personal assessment purposes must not be included.

b. Narrative Evaluations of Teaching by Students

The purpose of the narrative evaluations is to obtain a comprehensive picture of the faculty member’s teaching ability. In two out of the three semesters preceding the evaluation (for tenure or for promotion to professor only), students in each of the faculty member’s classes will be asked to submit a written statement concerning the person’s teaching ability. The faculty member may request these narrative evaluations from students in any two of the three semesters preceding his/her evaluation but all courses must be evaluated in each of the two semesters selected. The person administering the narrative evaluations will be either the department chair or a teaching colleague, and such person will inform students of the purpose of the evaluation and of the way in which the collected information will be used. The statements will be added to the evaluation file.

c. Course Material

Because of the high value that St. Mary’s places on teaching and the ability to understand a faculty member’s approach to teaching through classroom materials, the candidate should select a representative number of documents such as syllabi and assignment sheets to include in the file. This small portfolio should avoid repetition of documents that are very similar or the same, show how the candidate’s pedagogical approaches have evolved over time, and give a sense of the breadth of classes taught (for example, where applicable, both upper- and lower-level courses, and experimental and cross-disciplinary study area courses).

10. Materials Documenting Scholarly, Professional and/or Creative Activities

These materials may include:

a. scholarly publications;
b. papers presented at professional meetings;
c. articles on creative and intellectual topics in journals, magazines, or newspapers;
d. documentation of exhibitions, creations, performances, and presentations;
e. additional material such as announcements or reviews relevant to a person’s literary, artistic, dramatic and musical creations, exhibitions, performances and presentations;
f. writings on educational issues; textbooks and other books of an intellectual character authored or edited by the person;
g. documentation concerning the development and organization of scholarly symposia, conferences, or other events that enhance the intellectual life at or outside the College and concerning addresses delivered at such events;
h. consulting or adjudicating reports of a professional nature and reviews of professional work;
  i. external grant proposals; information concerning study or training that expands the competence of the faculty member into new areas;
  j. information regarding other expressions of continuing professional involvement and growth;
  k. documentation of recognition by peers at or outside the College of the faculty member’s professional work; and
  l. other information that the faculty member deems pertinent.

11. Materials Documenting Service to the College

In the semester preceding the evaluation, the advisees of the faculty member will fill out a questionnaire concerning their advising experiences. The Chair of the department will administer the questionnaire and a summary of this information will be placed in the evaluation file.

12. Materials Not to be Included in the Evaluation File

The evaluation file may not contain yearly self reports, employment contracts, duplicates of documents (e.g. page proofs in addition to the published article), or raw data from supplemental self-designed classroom teaching evaluations (i.e., the actual response forms).

J. Materials to be Included in Evaluation File for Specific Milestones

1. Material from Section I to be Included in Pre-tenure Contract Renewal Evaluation File

Recommendations from evaluators (I1), current CV (I2), comprehensive self-report (I3), colleague evaluation letters (I6), student evaluation letters (I7), College’s approved student evaluations (I9a), course material (I9c), materials documenting scholarly, professional and/or creative activities (I10), and materials documenting service to the College (I11). In addition, the cross-disciplinary study areas coordinator’s letter (I4) and dean of faculty’s letter (I5) should be included if applicable.

2. Material to be Included in Tenure Evaluation File

This file is intended to describe the achievements of the faculty member from the time of hiring in a tenurable position up to the time of the tenure evaluation. The faculty member’s evaluation file will contain the recommendations from evaluators including both the evaluation letter for tenure and the pre-tenure review (I1), current CV (I2), comprehensive self-report (I3), colleague evaluation letters (I6), student evaluation letters (I7), College’s approved student evaluations (I9a), narrative evaluations of teaching by students (I9b), course material (I9c), materials documenting scholarly, professional and/or creative activities (I10), and materials documenting service to the College (I11). In addition, the cross-disciplinary study areas coordinator’s letter (I4) and dean of faculty’s letter (I5) should be included if applicable. In each of the items listed above include corresponding documents from the Pre-tenure contract Renewal file except I2. External letters may be included in the file but are not required.

3. Materials to be Included in Promotion to Associate Professor Evaluation File

In general, most faculty simultaneously stand for tenure and promotion to associate professor. However, the following instructions are to be followed in the case where a faculty member received tenure but not simultaneous promotion to associate professor. If the faculty member stands for promotion to associate professor within two years of receipt of tenure, his tenure evaluation file may serve as the evaluation file for this promotion as amended by: additions to items (I1) recommendations from evaluators, (I9a) College’s approved student evaluations, (I9c) course material, (I10) materials documenting scholarly, professional and/or creative activities, and (I11) materials documenting service to the College, and updated versions of items a CV (I2) and comprehensive self-report (I3).

If a faculty member stands for promotion to associate professor beyond two years following receipt of tenure, he or she will prepare a totally new file that describes the achievements of the faculty member from the time of receipt of tenure up to the time of evaluation for associate Professor. The file must contain the recommendations from evaluators (I1), current CV (I2),
comprehensive self-report (I3), colleague evaluation letters (I6), student evaluation letters (I7), College’s approved student evaluations (I9a), course material (I9c), materials documenting scholarly, professional and/or creative activities (I10), and materials documenting service to the College (I11). In addition, the cross-disciplinary study areas coordinator’s letter (I4) and dean of faculty’s letter (I5) should be included if applicable.

4. Materials to be Included in Promotion to Professor Evaluation File

This file is intended to describe the accomplishments of the faculty member across his or her career. The file will contain the recommendations from evaluators, including previous evaluation letters for pre-tenure, tenure and post-tenure reviews (I1), current CV (I2), comprehensive self-report (I3), colleague evaluation letters (I6), student evaluation letters (I7), letters from professionals outside the College community (I8), College’s approved student evaluations (I9a), narrative evaluations of teaching by students (I9b), course material (I9c), materials documenting scholarly, professional and/or creative activities (I10), and materials documenting service to the College (I11). In addition, the cross-disciplinary study areas coordinator’s letter (I4) and dean of faculty’s letter (I5) should be included if applicable.

K. Five-year Post-tenure Review Evaluation Process

The purpose of the five-year post tenure review is to assure that tenured faculty members are growing as teacher-scholars and contributing to the welfare of the College community.

1. The first five-year review will take place in the 11th semester after receipt of tenure and every five years thereafter until a faculty member is promoted to professor. The faculty member will then be reviewed every five years following promotion to professor.

2. The faculty member under review will compile an evaluation file documenting accomplishments in the areas of teaching, scholarship and service. The file must include a current CV (I2), comprehensive self-report (I3), College’s approved student evaluations (I9a), course material (I9c), materials documenting scholarly, professional and/or creative activities (I10), and materials documenting service to the College (I11).

3. The dean of faculty will review the file and meet with the faculty member. The dean of faculty will communicate in writing the decision regarding the merit evaluation award to the faculty member under consideration. The letter will become part of the evaluation file.

4. The faculty member under review will have one week after receiving the dean of faculty’s letter to submit a written response (if desired) to that letter to the president. This response will be attached to the decision of the dean of faculty and will become part of the faculty member’s file.

5. The president shall review the file, the decision of the dean of faculty and the faculty member’s letter of response to the dean of faculty. The president will make the final decision regarding the appeal of the faculty member regarding the evaluation and communicate this decision in writing to the faculty member.

6. Should a faculty member elect to be considered for promotion to associate professor or professor at the time that the five-year review would take place, that evaluation will replace the five-year review. However, the faculty member will still be eligible for the five-year review merit award in addition to the promotion merit award.

L. Evaluation Process of Faculty on Term or Visiting or Adjunct Appointments

Department chairs are responsible for reviewing the performance of faculty members on term, visiting or adjunct appointments. They should regularly review the student evaluations of these faculty members and meet with them to discuss the results. Persons who are not professionally competent or who lack effective teaching skills should not be reappointed. Recommendations are made directly the dean of faculty.
M. Policy and Procedures on Appointment, Promotion, and Permanent Status of Library Faculty
Approved by St. Mary’s College of Maryland Board or Trustees on December 3, 2004

1. Introduction

Librarians at St. Mary’s College of Maryland (SMCM) hold faculty status and as such are colleagues with the academic teaching faculty in pursuit of the mission of the College. SMCM librarians use professional, scholarly, and disciplinary knowledge in a variety of ways: selecting, acquiring, and organizing scholarly information; teaching in both formal and informal settings; and providing management of staff and resources in order to facilitate access to scholarly information and library services for all members of the campus community.

The SMCM librarians must remain professionally informed, contribute to the development of ideas and knowledge in their fields of expertise, participate in opportunities to share and discuss that knowledge, and seek opportunities for service in the Library, on campus, with our state consortium, and nationally.

The policies and procedures outlined below describe the process whereby librarians obtain their rank at appointment, are promoted, earn permanent or emeritus status, and receive professional leave at SMCM. This document applies to all librarians holding the ranks of Instructor, Assistant Librarian, Associate Librarian, or Librarian. Contractual librarians not eligible for permanent status, but may receive a rank.

2. Librarian Appointments

Appointments may be temporary, permanent status-track, or permanent status.

a. Temporary Appointments

Temporary appointments of individuals include the following titles: visiting, term, and adjunct. The rank of temporary librarians will be determined using the same criteria for appointing permanent status or permanent status-track librarians to a rank, with the exception of criteria for service to the College. Further details can be found in the Faculty Handbook section on Faculty appointment procedures.

b. Permanent Status-track and Permanent Status Appointments

1.) Permanent Status-track

A person appointed to a permanent status-track position receives probationary employment that may lead to permanent status, subject to the procedures, guidelines, and standards described in this document.

2.) Permanent Status

Persons who have been granted permanent status may expect continuous employment at St. Mary’s College of Maryland subject to the conditions outlined in the Faculty Handbook.

3.) Distinguished Persons

Distinguished persons may be appointed by the board upon recommendation of the president, but only with the concurrence of the dean of faculty of the College and a majority of the librarians. Such appointments shall be for a specific period of time and will not be on the permanent status track.

4.) Emeritus and Emerita Rank

The rank of Librarian Emeritus or Librarian Emerita is a distinct honor that may be conferred only upon those librarians who retire from the College, after having distinguished themselves through sustained high quality of librarianship and service to
students, service to the College, and scholarly, professional and/or creative achievement. The rank exists to recognize outstanding accomplishment and loyalty to the College and to provide the opportunity for continuing institutional affiliation after formal retirement. Further details can be found in the Faculty Handbook section on Faculty appointment procedures.

3. Minimum Criteria for Appointing Librarians to a Rank

Each full-time librarian at SMCM holds a functional position title based on his or her primary work assignment. In addition, each librarian holds a faculty rank commensurate with his or her level of professional experience and achievement. Expectations regarding librarianship, service, and professional achievement will vary from rank to rank. In general, the higher the rank, the higher the level of expected proficiency.

a. Instructor

1.) Substantial progress towards a master’s degree from an American Library Association accredited program or other appropriate terminal degree is usually required.
2.) Previous library experience is desirable.
3.) Strong evidence of marked potential for growth as a librarian is highly desirable.

b. Assistant Librarian

1.) A master’s degree from an American Library Association accredited program or other appropriate terminal degree is usually required unless exception is specified in the appointment letter.
2.) Previous library experience is desirable.
3.) Strong evidence of marked potential for growth as a librarian is highly desirable.

c. Associate Librarian

1.) A master’s degree from an American Library Association accredited program is usually required.
2.) Completion of five years of successful librarianship at the college level as an Instructor and/or Assistant Librarian is required.
3.) Excellence as a librarian is expected.
4.) Professional achievement of high quality is expected.
5.) Significant service to the College is expected.

d. Librarian

1.) A master’s degree from an American Library Association accredited program is usually required.
2.) Completion of at least five years at the rank of Associate Librarian is required.
3.) Demonstration of continued excellence as a librarian is expected.
4.) Professional achievement of high quality, recognized by professional peers beyond the campus, is expected.
5.) Superior service to the College community, preferably in leadership roles, is expected.

4. Standards for Evaluating Librarians for Pre-permanent Status Contract Renewal, Permanent Status, Promotion and Five-Year Post-permanent Status Review

The three basic criteria applied to librarian evaluation are excellence in librarianship; service to the College and the wider community; and scholarly, professional, and/or creative achievement. Librarianship of high quality in the area of assigned responsibility is of greatest importance and cannot be replaced by high achievement in other areas.

The following definitions and guidelines are used in the evaluation of librarians.

a. Excellence in Librarianship
Librarianship at SMCM includes developing, providing access to, managing, or preserving the library’s collections and instructing students, faculty, and others in the use of scholarly information resources and services. Librarians must demonstrate superior performance in his or her area(s) of assigned responsibility and participation in the collaborative endeavors of librarianship. While librarians may carry out many different functions and roles, these are some common elements that characterize excellent librarians.

1.) Professional Competence. This includes a broad and deep knowledge of one’s specialty. It also includes an appreciation and knowledge of connections with other fields of librarianship.

2.) Ability to Communicate and Stimulate Interest. Good librarians are able to work well with students, to communicate with them effectively, and to stimulate them to learn. Ideally they instill in students the curiosity that makes life-long learning desirable and enjoyable.

3.) Essential Fairness. All students have a right to be treated fairly. Fair treatment requires not only the equitable delivery of services but also basic respect for each student as an individual regardless of ability, race, gender, or other personal qualities.

4.) Concern for Students. Good librarians show interest in, and concern for, students’ intellectual development. This includes the ability and a willingness to challenge students.

Demonstrated excellence in librarianship may include, but is not limited to, the following:

- Acquiring additional graduate degrees bearing on the area of core responsibility.
- Analyzing, cataloging, classifying, describing, or indexing library materials.
- Continuing professional development.
- Designing or developing new electronic resources.
- Developing instructional materials in print or electronic formats.
- Instructing in the use of library materials and in support of information literacy goals and outcomes in collaboration with faculty in classes and at the Reference Desk.
- Leading through administrative or project responsibilities.
- Mentoring students and colleagues.
- Organizing and retrieving information.
- Participating on committees or task forces within the library.
- Selecting, evaluating, acquiring, or preserving library and archival materials.
- Serving on University System of Maryland and Affiliated Institutions (USMAI) consortial committees, or on state, regional, or national committees of professional organizations.

b. Service to the College and the Wider Community

1.) As part of their service to the College, librarians are expected

a.) to attend general faculty meetings as well as departmental meetings;

b.) to serve on standing committees or ad hoc committees of the College and/or the Faculty Senate;

c.) to participate in institutional self-study and evaluation programs;

d.) to attend faculty workshops and conferences, College convocations and commencement exercises;

e.) to nominate candidates for degrees, honors and prizes; and

f.) to help formulate courses and programs.

2.). Librarians are expected to conduct themselves professionally and to accept their fair share of the library’s and College’s administrative workload. Librarians should contribute to the well being of the College and its students and personnel by participating in activities and programs that improve the functioning of the institution and enhance life at the College.

Additional service activities may include, but are not limited to, the following:
Academic advising.
Preparing displays, newsletters, or publications for the College.
Participating in recruitment of faculty and staff.
Organizing, or active participation in, programs that enhance the cultural or intellectual life of the College or in the wider community.
Organizing, or active participation in, social, charitable, or educational programs at the College or in the wider community.
Contributing to alumni relations, student recruitment, and college advancement.
Contributing to extra-curricular programs or activities that enhance student development.
Contributing to international programs and study abroad.
Serving on library committees outside usual area of responsibility.

c. Scholarly, Professional, and/or Creative Achievement

Scholarly, professional, and/or creative activities beyond the SMCM Library enhance the intellectual development of the librarian. These achievements are evidence of the ways in which librarians contribute to the development of the theory and/or practice of the profession.

Contributions in this area may include, but are not limited to, the following:

- Acceptance of articles by recognized professional, peer-reviewed journals.
- Acceptance of articles by respected national journals, magazines, or newspapers.
- Publication of books or book chapters of an intellectual nature by reputable publishers.
- Invitation to deliver papers and/or lectures.
- Publication of digital projects and/or collections, software, web pages, and/or manuals.
- Service on editorial boards.
- Publication of reviews.
- Contributions to exhibitions, films, videos.
- Awarding of grants, fellowships, prizes, or other awards.
- Publication of guides to the literature.
- Design of original plans.
- Presentation of papers to scholarly or professional meetings.
- Publication of papers in conference proceedings.

5. Expected Achievements of Librarians at Various Evaluations

a. Pre-permanent Status Contract Renewal Evaluation

At the time of this evaluation, the candidate should have made significant progress towards achieving excellence in librarianship. It is also expected that the candidate will have begun to implement a program of service to the College and scholarly, professional and/or creative activities. Although the candidate will be evaluated in all three areas, primary importance will be given to the person’s librarianship. Persons who are not professionally competent or who fail to demonstrate continued significant progress towards excellence in librarianship, service, or scholarly/professional/creative activity should not be reappointed. Librarians who have not completed the work for the appropriate terminal degree generally will not be reappointed.

b. Permanent Status Evaluation

In this evaluation, the candidate’s librarianship, service, and scholarly, professional, and/or creative achievements will be assessed. For the granting of permanent status, the candidate must be an excellent librarian, demonstrate service to the College and wider community, and demonstrate scholarly, professional, and/or creative accomplishments. These demonstrations must be of high quality and consistent with the expectations by the College spelled out in the pre-permanent status evaluations.

c. Evaluation of Librarians with Permanent Status
Librarians with permanent status are expected to continue to develop as librarians, colleagues and scholars throughout their stay at the College. For promotion to Librarian, the candidate must continue to be an excellent librarian, and have demonstrated professional activity recognized outside the College. Service to the College should be of high quality and include leadership roles. The librarian’s progress should be consistent with the expectations by the College spelled out in earlier evaluations.

6. The Evaluation Process for Pre-permanent Status Contract Renewal, Permanent Status, and Promotion of Librarians

The librarian evaluation process is established for the evaluation of all full-time librarians for the purposes of pre-permanent status contract renewal, the awarding of permanent status, and promotion to higher rank. The chain of evaluation is as follows: the Library Evaluation Committee makes a recommendation to the dean of faculty who in turn makes a recommendation to the president. The president recommends an action to the Academic Affairs Committee of the Board of Trustees and the Board of Trustees makes the final decision.

a. Confidentiality of the Process and Conduct of Participants in the Process

1.) Committees and individuals involved in the evaluation process have the right and the responsibility to conduct their deliberations without outside interference.

2.) Participants in the evaluation process must observe strict confidentiality at each step. Discussions about a candidate may only involve those with direct knowledge of the content of the librarian’s file.

3.) Librarians shall be notified of all decisions that concern them and will be informed of the reasons for each decision.

4.) Upon written request by a librarian or an officer or committee involved in the evaluation process, the Faculty Senate shall investigate any allegations of violations of procedures.

b. Timetable of the Evaluation Process

1.) Pre-permanent Status Contract Renewal

The following timetable applies to persons who are appointed to permanent status-track positions at the entry level. For librarians who are credited with previous experience in librarianship, appropriate adjustments will be made as described in the appointment letter.

a.) The pre-permanent status evaluation will be conducted during the fifth semester of the librarian’s employment at the College.

b.) The librarian must have his/her evaluation file submitted to the library director by August 15th prior to the start of his/her fifth semester.

c.) Following the formal pre-permanent status evaluation in the third year, the library director will discuss with the librarian the expectations for permanent status as outlined in the departmental letter.

2.) Permanent Status Evaluation

a.) The evaluation for granting of permanent status will occur in the librarian’s 12th semester at the College, unless an earlier time is agreed to by the dean of faculty. Pre-permanent status sabbatical time is included in this count. Leave of absence may also be included in this count.

b.) The librarian must have his/her evaluation file submitted to the library director by a time determined by the dean of faculty prior to the start of his/her 12th semester.
3.) Evaluation of Librarians with Permanent Status

a.) Any time following receipt of permanent status without simultaneous promotion to Associate Librarian, a librarian may stand for promotion to Associate Librarian.

b.) As early as the eleventh semester following promotion to Associate Librarian, a librarian may make application to the library director to be promoted to Librarian. This time includes any time on sabbatical from the College. This time may include leaves of absence.

a. The Evaluation Process

Library Evaluation Committee

1.) In the case of pre-permanent status contract renewals, awarding of permanent status, and of promotion, the library director shall convene a meeting of the Library Evaluation Committee (LEC), which is comprised of librarians with permanent status. The specific purpose of the LEC is to evaluate the performance of any librarian under review and make recommendations on contract renewal, permanent status, or promotion.

a.) The LEC will contain no fewer than three members. If there are no more than two librarians with permanent status, the person under review shall submit the names of faculty members from other departments to serve on the LEC and the dean of faculty shall appoint from this list.

b.) If the library director is standing for permanent status or promotion, the responsibility for convening the LEC and preparing the recommendation for the dean of faculty will fall to a librarian with permanent status appointed by the dean of faculty.

2.) Following this evaluative meeting, the library director will write a letter summarizing the results of the meeting. The letter must reflect both the majority and minority opinions of the librarians with permanent status. The letter will be circulated to all members of the LEC not on sabbatical for review and approval. The vote will be recorded in this letter. In the case of the letter for the pre-permanent status evaluation, the letter should contain expectations to be met at the permanent status evaluation.

3.) If the library director does not have permanent status, the responsibility for preparing the recommendation to the dean of faculty falls to a librarian with permanent status appointed by the dean of faculty.

4.) The letter will be delivered to the librarian and a copy to the Office of the Dean of Faculty.

5.) The librarian under review will have one week after receiving the library director’s letter to submit a written response (if desired) to that letter prior to advancement of the librarian’s file to the Office of the Dean of Faculty. This response will be attached to the recommendation of the library director and will become part of the evaluation file.

6.) The evaluation file will be delivered to the Office of the Dean of Faculty and the library director’s letter and any response to that letter will be placed in the librarian’s evaluation file.

Dean of Faculty

a. The dean of faculty will then review the file, all prior recommendations, and all written responses by the librarian. The dean of faculty’s recommendation, together with reasons, will be communicated in writing to the president of the College and the librarian under consideration. The letter will become part of the evaluation file.
b. The librarian under review will have one week after receiving the dean of faculty’s letter to submit a written response (if desired) to that letter prior to the advancement of the file to the president. This response will be attached to the recommendation of the dean of faculty and will become part of the librarian’s file. At this point, the librarian may also request a review of the case through the appeals process. If so, the librarian must request in writing the appeal within one week from receipt of the dean of faculty’s recommendation. The librarian and the dean of faculty will then have two weeks to form a special Appeals Committee. The Appeals Committee shall consist of three faculty members with tenure or permanent status, with one member chosen by the librarian filing the appeal, the second one chosen by the dean of faculty, and a third person acceptable to both parties.

c. The Appeals Committee shall review the case and make a written recommendation on the merits of the appeal to the president and to the librarian. The letter will become part of the evaluation file.

President

a. The president shall review the file, all previous recommendations, and written responses by the librarian. The president’s recommendation, together with reasons, will then be communicated in writing to the Academic Affairs Committee of the Board of Trustees and to the librarian. All other recommendations from the Library Evaluation Committee and dean of faculty, as well as all written responses, will also be forwarded to the Academic Affairs Committee of the Board of Trustees.

b. The librarian under review will have one week after receiving the president’s letter to submit a written response (if desired) to that letter prior to consideration of the case by the Academic Affairs Committee of the Board of Trustees. The librarian may also present the case to that committee if so desired.

Board of Trustees

a. The Academic Affairs Committee of the Board of Trustees will review the recommendations of the president, along with the recommendations of the other evaluators and committees involved in the librarian evaluation process.

b. The Academic Affairs Committee will present its recommendations to the full Board of Trustees for action. All recommendations and responses will be available to the board.

c. When the Board of Trustees has made its decision, the president will be responsible for notifying the individual librarian in writing of the decision of the board.

7. Groups Involved in the Librarian Evaluation Process for Pre-permanent Status Contract Renewal, Permanent Status, and Promotion and their Responsibilities

a. The primary responsibility of the groups and individuals listed below is evaluation and communication of evaluations to the next level. Groups or individuals involved in the librarian evaluation process are as follows:

1.) Librarians with permanent status and the library director (Library Evaluation Committee)
2.) The dean of faculty
3.) The president
4.) The Academic Affairs Committee of the Board of Trustees
5.) The Board of Trustees

In the event of appeals the following groups may be involved:

6.) Appeals Committee appointed by the dean of faculty and librarian
7.) Academic Affairs Committee of the Board of Trustees
8.) Faculty senate for appeals regarding violations of procedure

b. Responsibilities and operating procedures of the evaluating groups are as follows:

1.) Librarians with permanent status and the library director (Library Evaluation Committee)
The library director leads the department in mentoring:
a.) provides timely information on evaluation and permanent status including the library’s expectations and guidelines for obtaining permanent status;
b.) meets yearly with each pre-permanent status librarian to discuss the evaluation and tenure process as outlined in the by-laws, the librarian’s progress towards permanent status, and any activities (such as the preparation of a file or administration of narrative evaluations) that will take place in the coming year.

It is the responsibility of the librarians with permanent status and of the library director to participate in a thorough and balanced evaluation of their colleagues. All librarians with permanent status and the library director should acquire knowledge of the candidate’s librarianship, through discussions about librarianship with the candidate, review and discussion of library-related materials, or observations. The library director will collaborate with the senior faculty and the candidate to arrange pedagogical discussions or review of materials. The library director may request, in the semester prior to a formal review (for pre-permanent status contract renewal, permanent status, or promotion), to schedule one to three (total) observational visits by the library director or other senior faculty. The library director and the candidate will work together to find mutually acceptable times for the visits. Senior faculty should also acquaint themselves with the candidate’s professional work and service to the College by reviewing the candidate’s evaluation file.

2.) The Dean of Faculty

Each year, the dean of faculty will establish deadlines for the various steps in the evaluation process.

The dean of faculty is responsible for placing all letters from evaluative groups in the librarian’s evaluation file and is responsible for establishing procedures to ensure the security of the evaluation file.

The dean of faculty will review the evaluation file and communicate the recommendation in writing to the president and to the librarian.

3.) The President

The president will review the evaluation file and communicate the recommendation in writing to the Academic Affairs Committee of the Board of Trustees and to the librarian.

4.) The Academic Affairs Committee of the Board of Trustees

5.) The Board of Trustees

The Board of Trustees issues the final decision relating to appointments, reappointments, salaries, promotions, awarding of permanent status, and dismissals.

6.) Appeals Committee appointed by the dean of faculty and librarian

The procedures governing the Appeals Committee will be approved by the Faculty Senate.

In order to resolve disputes regarding the quality of the professional work of a librarian, the committee will be allowed to gather information outside of the College community.

7.) Academic Affairs Committee of the Board of Trustees

The Academic Affairs Committee of the Board of Trustees will accept appeals to the recommendations of the president in accordance with procedures it shall establish in the interests of due process. Librarians who appeal will be allowed to present their case along with supporting documents to the Academic Affairs Committee in person or through a representative.

8.) Faculty senate for appeals regarding violations of procedure

8. Materials for the Evaluation File
Evaluation for pre-permanent status contract renewal, permanent status, and promotion require preparation of an evaluation file. A clear and concise evaluation file is preferable to one containing redundancies. The librarian is responsible for assembly of this file and is the only individual who can place materials in the file except for evaluative letters (and responses, if any, to such letters) prepared by the library director, Library Evaluation Committee, dean of faculty, president and the Board of Trustees. The Office of the Dean of Faculty is responsible for seeing that letters are placed in the file at the appropriate times in the process. The file is distinct from the personnel file. Only those materials listed below may be included in a file and they must be presented in the order given. The specific materials to be included in a librarian’s file when evaluated for contract renewal, permanent status, or promotion are subsets of this list.

a. Recommendations from Evaluators

Following an evaluation, letters by groups involved in the librarian evaluation process will be added to the librarian’s evaluation file by the Office of the Dean of Faculty and will be placed before the CV.

b. A Current CV

There will be no limit on the number of pages for the CV but it should not describe service or courses taught, as these are more appropriately included in the comprehensive self-report.

c. A Comprehensive Self-report

In this report the librarian reflects on his or her librarianship; mentoring process; service to the College and the wider community; scholarly, professional and/or creative activities; and goals for the future in a suggested maximum of 3000 words.

d. Colleague Evaluation Letters

The candidate may elect to include letters of evaluation prepared by colleagues that can focus on any area of a candidate's performance about which the evaluator is well informed. These letters can be solicited from junior or senior faculty within the College community and can focus on a person's librarianship, service, scholarly/professional/creative activities, or other features of the librarian’s professional performance.

e. Student Evaluation Letters

The candidate may elect to include letters of evaluation from students with whom the candidate has interacted in any capacity. These may include former students or advisees.

f. Letters from Professionals Outside the College Community

In the case of an individual standing for promotion to Librarian, two letters assessing the candidate's librarianship must be solicited from beyond the College community. The librarian, in consultation with the library director, will compile a list of at least four professional peers from outside the College. The dean of faculty will select two people from the list and will request each to evaluate the candidate's librarianship.

g. Materials Documenting Librarianship

These materials may include results of student evaluations (narrative or quantitative summaries), course materials such as representative syllabi, assignments, study or subject guides, etc., special project or statistical reports, loader specifications, web project screen shots, etc.

h. Materials Documenting Service to the College and the Wider Community

These materials may include committee reports written all or in part by the candidate, awards for college service, unsolicited letters, brochures or other material evidence of service, etc.

For librarians with advisees, in the semester preceding the evaluation, the advisees of the candidate will fill out a
questionnaire concerning their advising experiences. The library director will administer the questionnaire and a summary of this information will be placed in the evaluation file.

i. Materials Documenting Scholarly, Professional and/or Creative Activities

These materials may include:
1.) scholarly publications;
2.) papers presented at professional meetings;
3.) articles on creative and intellectual topics in journals, magazines, or newspapers;
4.) documentation of exhibitions, creations, performances, and presentations;
5.) additional material such as announcements or reviews relevant to a person’s literary, artistic, dramatic and musical creations, exhibitions, performances and presentations;
6.) writings on educational issues; textbooks and other books of an intellectual character authored or edited by the person;
7.) documentation concerning the development and organization of scholarly symposia, conferences, or other events that enhance the intellectual life at or outside the College and concerning addresses delivered at such events;
8.) consulting or adjudicating reports of a professional nature and reviews of professional work;
9.) external grant proposals; information concerning study or training that expands the competence of the faculty member into new areas;
10.) information regarding other expressions of continuing professional involvement and growth;
11.) documentation of recognition by peers at or outside the College of the faculty member’s professional work; and
12.) other information that the faculty member deems pertinent.

j. Materials Not to be Included in the Evaluation File

The evaluation file may not contain yearly self reports, the library director’s annual letters regarding self reports, employment contracts, duplicates of documents (e.g. page proofs in addition to the published article), or raw data from supplemental self-designed evaluations (i.e., the actual response forms).

9. Materials to be Included in an Evaluation File for Specific Milestones

a. Material to be Included in Pre-permanent Status Contract Renewal Evaluation File

Recommendations from evaluators, current CV, comprehensive self-report, colleague evaluation letters, student evaluation letters, materials documenting librarianship, materials documenting service to the College and wider community, and materials documenting scholarly, professional and/or creative activities.

b. Material to be Included in Permanent Status Evaluation File

This file is intended to describe the achievements of the librarian from the time of hiring in a permanent status-track position up to the time of the permanent status evaluation. The librarian’s evaluation file will contain the recommendations from evaluators including both the evaluation letter for permanent status and the pre-permanent status contract renewal evaluation review, current CV, comprehensive self-report, colleague evaluation letters, student evaluation letters, materials documenting librarianship, materials documenting service to the College and wider community, and materials documenting scholarly, professional and/or creative activities. In each of the items listed above, the candidate will include corresponding documents from the pre-permanent status contract renewal file except the CV. External letters may be included in the file but are not required.

c. Materials to be Included in Promotion to Associate Librarian Evaluation File

In general, most librarians simultaneously stand for permanent status and promotion to Associate Librarian. However, the following instructions are to be followed in the case where a librarian received permanent status but not simultaneous promotion to Associate Librarian. If the librarian stands for promotion to Associate Librarian within two years of receipt of permanent status, his or her permanent status evaluation file may serve as the evaluation file for this promotion as amended by additions to items: current CV, comprehensive self-report, colleague evaluation letters, student evaluation letters, materials documenting librarianship, materials documenting service to the College and wider community, and materials documenting scholarly, professional and/or creative activities.
If a librarian stands for promotion to Associate Librarian beyond two years following receipt of permanent status, he or she will prepare a totally new file that describes the achievements of the librarian from the time of receipt of permanent status up to the time of evaluation for Associate Librarian. The file must contain the recommendations from evaluators, current CV, comprehensive self-report, colleague evaluation letters, student evaluation letters, materials documenting librarianship, materials documenting service to the College and wider community, and materials documenting scholarly, professional and/or creative activities.

d. Materials to be Included in Promotion to Librarian Evaluation File

This file is intended to describe the accomplishments of the librarian across his or her career. The file will contain the recommendations from evaluators, including previous evaluation letters for pre-permanent status, permanent status, and post-permanent status reviews, current CV, comprehensive self-report, colleague evaluation letters, student evaluation letters, letters from professionals outside the College community, materials documenting librarianship, materials documenting service to the College and wider community, and materials documenting scholarly, professional and/or creative activities.

10. Five-year Post-permanent Status Review Evaluation Process

a. The purpose of the five-year post-permanent status review is to assure that librarians with permanent status are growing as librarians and contributing to the welfare of the College community.

b. The first five-year review will take place in the 11th semester after receipt of permanent status and every five years thereafter until a librarian is promoted to Librarian. The librarian will then be reviewed every five years following promotion to Librarian.

c. The librarian under review will compile an evaluation file documenting accomplishments in the areas of librarianship, service, and scholarly, professional and/or creative activities. The file must include a current CV, comprehensive self report, materials documenting librarianship, materials documenting service to the College and wider community, and materials documenting scholarly, professional and/or creative activities.

d. The dean of faculty will review the file and meet with the librarian. The dean of faculty will communicate in writing the decision regarding the merit evaluation award to the librarian under consideration. The letter will become part of the evaluation file.

e. The librarian under review will have one week after receiving the dean of faculty’s letter to submit a written response (if desired) to that letter to the president. This response will be attached to the decision of the dean of faculty and will become part of the librarian’s file.

f. The president shall review the file, the decision of the dean of faculty and the librarian’s letter of response to the dean of faculty. The president will make the final decision regarding the appeal of the librarian regarding the evaluation and communicate this decision in writing to the librarian.

g. Should a librarian elect to be considered for promotion to Associate Librarian or Librarian at the time that the five-year review would take place, that evaluation will replace the five-year review. However, the librarian will still be eligible for the five-year review merit award in addition to the promotion merit award.

11. Paid Librarian Development Leave Program

Librarians may be granted development leave for the purposes of conducting scholarly work or doing applied research which will enhance the librarian’s performance and professional development in his or her assigned area of responsibility. To be eligible for such leave, the librarian must hold permanent status and must have been in active service with the College for at least six years prior to the start of the leave period. The librarian must remain on active service with the College for an additional period of at least six years in order to become eligible for a subsequent development leave.

Generally, leave may be granted for up to six months at full compensation or up to one year at 70% of the recipient’s normal
Proposals are submitted to the library director and include the following elements: the date of requested leave; a current CV; paid leave history; project description; anticipated project results; project significance; external funding for the project; and the need for library facilities or other services. The library may provide office supplies, photocopying, computer access, and other administrative support.

The criteria for reviewing and approving paid librarian development leave proposals are: quality; feasibility; significance; leave history; impact on the library; and other funding applications.

The proposal is submitted to and reviewed by the library director who makes a recommendation to the dean of faculty. The dean of faculty reviews the proposal and makes a recommendation to the president. The president reviews the proposal and makes a recommendation to the Academic Affairs Committee of the Board of Trustees. The Academic Affairs Committee of the Board of Trustees reviews the proposal and makes a recommendation to the Board of Trustees. The dean of faculty provides the applicant with a written response which conveys either the Board of Trustee’s approval of the leave or reasons for denial.

For more information on faculty development, see the Faculty Handbook.

N. Dismissal of a Faculty Member for Adequate Cause

1. General
   a. The Board of Trustees may dismiss a Faculty member on tenure or before the end of any contractual appointment only for one or more of the following causes: incompetence, professional or scholarly misconduct (including serious and sustained disruptive behavior), serious neglect of duty, or conviction or admission of a crime involving moral turpitude as defined by AAUP.

   Moral turpitude is defined by AAUP as follows: "The concept of 'moral turpitude' identifies the exceptional case in which a professor may be denied a year's teaching or pay in whole or in part. The statement applies to that kind of behavior which goes beyond simple warranting discharge and is utterly blameworthy as to make it inappropriate to require the offering of a year's teaching or pay. The standard is not that the moral sensibilities of persons in the particular community have been affronted. The standard is behavior that would evoke condemnation by the academic community generally." (p.7, AAUP Policy documents and Reports, 1990 Edition)

   b. In a case where immediate harm to the faculty member or to others is threatened by continuance in the position, the person may be suspended at the discretion of the president for the duration of the dismissal procedure while continuing to receive normal salary.

2. Procedures for Dismissal for Adequate Cause
   a. To dismiss a faculty member, the procedures described below apply. All steps are to be taken as expeditiously as possible.

   1.) Preliminary Proceedings

      Before formal steps are taken, the department chair and the dean of faculty shall attempt to hold a special conference with the faculty member concerned and try to resolve the matter by mutual consent. If this is not possible, formal proceedings may be initiated.

   2.) Formal Proceedings

      a.) The president shall inform the faculty member in writing of the intention of the College to dismiss, and of the reasons for this step. The notification must be delivered personally, or by registered or certified mail, to the last known address of the faculty member. A copy of the president’s letter shall be transmitted to the College Evaluation Committee. If the faculty member so requests, the College Evaluation Committee shall conduct an investigation of the reasons and/or hold a hearing (see below). The request of the faculty member to the committee must be made, in writing, no later than ten working days after the receipt of the dismissal notice. After consideration of the report and the recommendation of the College Evaluation
Committee, the president shall make a report and a recommendation to the Board of Trustees. The faculty member shall receive copies of all reports and recommendations by the College Evaluation Committee and the president at the time they are issued.

b.) The faculty member may appeal the president’s decision to the Board of Trustees which will determine the form of the appeal. At this appeal, the faculty member shall be entitled to address the Board of Trustees and to be represented by any person or persons of his or her choice, including an attorney.

c.) The final action of the Board of Trustees shall be taken at a regular or especially convened meeting. To dismiss a faculty member, an affirmative vote of a majority of all members of the Board of Trustees is required.

3. Investigation and Hearing by the College Evaluation Committee

a. If the faculty member requests an investigation and/or a hearing by the College Evaluation Committee, the following standards and procedures shall be observed:

1.) While the dismissal procedures take place, the faculty member may be suspended, or assigned to other duties in lieu of suspension, at the discretion of the president only if immediate harm to the faculty member or to others is threatened by continuance or if the faculty member engages in seriously disruptive behavior. The president will inform the College Evaluation Committee of the suspension, and the committee may make a recommendation concerning the propriety, the length, and the other conditions of the suspension. During the period of suspension the faculty member will continue to receive the normal salary.

2.) The College Evaluation Committee may, with the consent of the parties concerned, hold joint prehearing meetings with the parties in order to (i) simplify the issues, (ii) effect stipulation of facts, (iii) provide for the exchange of documentary or other information, and (iv) achieve other appropriate prehearing objectives as will make the hearing fair, effective, and expeditious.

3.) The hearing will be closed unless the parties agree to open it to the College community.

4.) During the proceedings the faculty member will be permitted to have counsel present, and an academic adviser who may serve as a spokesperson.

5.) At the request of either party or the committee, a representative of a responsible educational organization will be permitted to attend the proceedings as an observer.

6.) A verbatim record of the hearing will be taken, and a copy will be made available to the faculty member without cost, at the faculty member's request.

7.) The burden of proof that adequate cause exists rests with the institution and will be satisfied only by clear and convincing evidence in the record considered as a whole.

8.) At its discretion, the committee will grant adjournments to enable either party to investigate evidence about which, in its judgment, a valid claim of surprise is made.

9.) The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the committee in securing witnesses and making available documentary and other evidence that the committee deems pertinent. Confidential information from the personnel files of other faculty members may be released only with the consent of these persons.

10.) The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the committee determines that the interests of justice require admission of their statements, the committee will identify the witnesses, disclose their statements, and, if possible, provide for interrogatories. Persons who have completed anonymous student evaluations on the faculty member are not considered to be witnesses.

11.) In the hearing of charges of incompetence, the testimony will, at the request of the faculty member or the College, include that of qualified faculty members from this or other institutions of higher education.
12.) The committee will not be bound by strict rules of legal evidence and may admit any evidence which is of probative value in determining the issues involved.

13.) The findings of fact and the decision will be based solely on the hearing record.

14.) Except for such simple announcements as may be required, covering the time of the hearing(s) and similar matters, and except as otherwise provided by law, public statements and publicity about the case by either the faculty member or administrative officers will be avoided as far as possible until the proceedings have been completed, including consideration by the Board of Trustees. The president and the faculty member will be notified in writing of the recommendation of the committee and will be given a copy of the record of the hearing.

15.) If the committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the president.

16.) If the committee concludes that adequate cause for dismissal has been established, but that an academic penalty less than dismissal would be more appropriate, it will so report, with supporting reasons.

17.) If the president rejects the report, the president will state the reasons for doing so, in writing, to the committee and to the faculty member, and provide an opportunity for response within ten days before transmitting the case to the Board of Trustees.