

St. Mary's College of Maryland Faculty Bylaws
2024

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1 I. Introduction

2 A. Purpose of the Faculty Bylaws

3 These Faculty Bylaws set forth the policies of faculty governance as established by the vote of the
4 faculty and approved by the Board of Trustees. These policies include policies and procedures for
5 faculty appointment, evaluation and tenure; for organizing the administration of the faculty and
6 the curriculum; for organizing the Faculty Senate, faculty committees and meetings. The Faculty
7 Bylaws are accompanied by the Faculty Handbook, which provides interpretive details relevant to
8 faculty governance but do not rise to the level of Faculty Bylaws. Provisions in the Handbook are
9 established by vote of the faculty and approved by the Dean of the Faculty. More general
10 College policies and procedures are detailed in the Employee Handbook, which is maintained by
11 the Office of Human Resources.

12 Persons appointed to tenured and tenure-track teaching positions and tenured and tenure-
13 track librarians are collectively referred to as tenured and tenure-track faculty in these bylaws.
14 Although the evaluation processes are described separately for teaching faculty and librarians,
15 tenured and tenure-track teaching positions and tenured and tenure-track librarian positions have
16 the same rights and responsibilities. Persons appointed to other teaching positions, such as part-
17 time positions, summer school positions, teaching assistantships, lectureships, and visiting and
18 term appointments, shall be deemed to be temporary faculty members. The temporary faculty
19 member's contract shall formalize the appointment of all temporary faculty members, and such
20 appointments shall be subject to the approval of the President and the Board of Trustees. The
21 appointment of the temporary faculty member shall automatically terminate at the end of the
22 period stated in the temporary faculty member's contract. No provision of these Faculty Bylaws
23 hereafter following shall apply to temporary faculty members except as expressly provided.

24 B. College Governance

25 The College is governed pursuant to and in accordance with the statutes of the State of Maryland,
26 the College Bylaws promulgated by the Board of Trustees and these Faculty Bylaws approved by
27 the Board of Trustees. The statutes of the State of Maryland prevail over any College Bylaw or
28 Faculty Bylaw in the event of any inconsistency. In turn, the College Bylaws prevail over any
29 Faculty Bylaw in the event of any inconsistency. Pursuant to its statutory authority for the care,
30 management and control of the College, the Board of Trustees may amend the College Bylaws
31 and the Faculty Bylaws in the event the Board determines it is necessary and proper to do so
32 under the law.

33 C. Academic Freedom

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

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

45 D. Amendments to These Bylaws

- 46 1. Amendments to these bylaws by the faculty may be proposed by either one of the following:
47 a. Two-thirds of the Faculty Senate

- 48 b. The presentation of a petition signed by at least thirty percent of the faculty
- 49 2. Adoption of Amendments
- 50 a. Each amendment must be presented to the faculty one week in advance for consideration
- 51 at a duly convened faculty meeting. If the proposed amendment is approved by a simple
- 52 majority of that meeting, then it shall appear on the agenda of a faculty meeting not less
- 53 than two weeks later. On the second consideration of the amendment, approval of the
- 54 proposed amendment requires an affirmative vote by a majority of the faculty who count
- 55 toward a quorum.
- 56 b. In the event that approval of the proposed amendment by a majority of the faculty who
- 57 count toward a quorum is not obtained at the second meeting, an electronic ballot may be
- 58 authorized at the second meeting by a majority of those present who count towards a
- 59 quorum. If an electronic ballot occurs, an affirmative vote by sixty percent of the faculty
- 60 who count toward a quorum will be required to pass the amendment.
- 61 3. Approval of the Board of Trustees
- 62 a. Amendments to these bylaws that have been approved by the faculty shall be forwarded
- 63 to the Dean of Faculty, who will make a recommendation to the President.
- 64 b. The President will, in turn, make a recommendation to the Board of Trustees for its
- 65 consideration and the bylaws shall become effective if board approval is given.
- 66

67 II. Academic Organization

68 A. The Vice President for Academic Affairs and Dean of Faculty

- 69 1. The Vice President for Academic Affairs (VPAA) and Dean of Faculty (hereafter referred to
- 70 as Dean of Faculty) is the chief academic officer of the College and provides leadership in all
- 71 areas related to the academic life of the College.
- 72 2. The Dean of the Faculty is selected upon final recommendation of the President to the Board.
- 73 3. Appointment of the Dean of Faculty

74 When a vacancy occurs in the Office of the Dean of Faculty, the President of the College

75 shall so announce to the College community and consult with the Faculty Senate and follow

76 the procedure for the selection of a new Dean of Faculty as outlined below:

77 a. Initial Meeting

78 Upon becoming aware of a vacancy or potential vacancy in the position of the Dean of

79 Faculty, the President shall meet with the Faculty Senate. After consultation with the

80 Faculty Senate, the President shall determine whether an Interim Dean of Faculty should

81 be appointed or if a search should ensue.

82 b. Search Committee

83 1) Selection and Make-up of the Committee

84 The Search Committee shall consist of the President, two members of the College

85 community selected by the President and four faculty members selected by the

86 faculty. Once notified of an impending search, the Faculty Senate shall convene a

87 special faculty meeting at which four members of the seven-member committee shall

88 be selected by the faculty, with no two members elected from the same department.

89 2) Duties of the Search Committee

90 The Search Committee shall solicit and review applications and interview candidates.

91 The Search Committee shall then recommend acceptable candidates to the President.

92 The President shall recommend one of the proposed candidates to the Board of

93 Trustees or direct the Search Committee to re-open the search and submit further

94 candidates.

- 95 4. Evaluation of the Dean of Faculty
96 The President shall conduct an annual evaluation of the Dean of Faculty. Prior to conducting
97 the evaluation of the Dean of Faculty, the President shall meet with the Faculty Senate. At
98 that meeting the Faculty Senate shall provide the President, either orally or in writing, with an
99 evaluation of the Dean of Faculty. All discussions and written material presented at that
100 meeting shall remain confidential.
- 101 5. Removal of the Dean of Faculty
102 At any time, the President or three-fourths of the full-time faculty members may express their
103 lack of confidence in the Dean of Faculty to the Board of Trustees. If the board concurs, the
104 Dean of Faculty shall relinquish office and be allowed to serve on the faculty for at least three
105 years.
- 106 B. Academic Programs
- 107 1. Unless otherwise stated, the term “academic program” or “program” shall refer to an
108 approved curriculum resulting in Maryland Higher Education Commission - recognized
109 credentials (a major or a minor). The term “department” shall refer to an administrative unit,
110 comprising faculty delivering one or more programs of study.
- 111 2. Academic departments are organized into three divisions, each of which elect divisional
112 senators and committee representatives, and are supported by a specific Associate Dean of
113 Faculty.
- 114 3. Authorities and Responsibilities of Academic Programs
- 115 a. For purposes of instruction, program, budget, and evaluation, the faculty is organized into
116 academic programs consisting of discipline-based departments and cross-disciplinary
117 programs.
- 118 b. The academic program is responsible for the development, execution, review, and
119 assessment of its curriculum and policies.
- 120 c. Each academic department is administered by a department chair who leads the
121 department faculty and oversees its programs.
- 122 1) The department faculty consists of all persons occupying full-time teaching positions
123 (including visiting and term positions) and persons occupying lecturer positions
124 assigned to the department.
- 125 2) The department faculty may invite members of the professional staff and part-time
126 faculty who contribute to department programs to participate in decisions on
127 curriculum and policy matters.
- 128 d. Each cross-disciplinary program is administered by a program coordinator who leads a
129 steering committee of faculty members.
- 130 1) The Steering Committee for a cross-disciplinary program may consist of all faculty
131 members who are affiliated with that program or may be an elected subgroup of
132 affiliated faculty.
- 133 2) The program faculty may invite members of the professional staff and part-time
134 faculty who contribute to the program to participate in decisions on curriculum and
135 policy matters.
- 136 C. Department Chairs and Program Coordinators
- 137 1. The Responsibilities of the Department Chair and Program Coordinators
- 138 a. Department chairs and program coordinators provide leadership for their programs,
139 coordinate and evaluate the work of the faculty and staff in their programs and represent
140 their programs’ interests in the College and beyond.
- 141 2. Appointment procedures for Department Chairs and Program Coordinators

- 142 a. The department chair or program coordinator must be a full-time faculty member and
143 should be a tenured member of the program at the time of appointment to the position.
144 b. When a department chair or coordinator vacancy is anticipated, program faculty shall
145 meet to discuss their needs and elect a candidate whose name will be forwarded to the
146 Dean of Faculty for consideration.
147 c. The Dean of Faculty shall either make the appointment or meet with the department to
148 resolve differences.
149 d. In case a chair or coordinator becomes unable, unwilling, or is found to be unfit to serve a
150 full term of appointment, the Dean of Faculty will initiate the selection of a new chair or
151 coordinator.
152 e. The typical term for a chair or coordinator is four years, which may be renewed following
153 the procedure outlined above. Chairs and coordinators remain on a ten-month faculty
154 contract and may receive additional remuneration for the service as department chair
155 and/or course equivalency as necessary depending on the size and /or complexity of the
156 program.

157 D. Faculty

- 158 1. The faculty of St. Mary's College of Maryland shall consist of:
159 a. all persons occupying tenured and tenure-track positions;
160 b. all persons occupying lecturer, visiting, term, or adjunct positions;
161 c. the Associate Deans of Faculty who are appointed from the faculty;
162 d. the Associate Vice President for Academic affairs who is appointed from the faculty;
163 e. the Dean of Faculty;
164 f. the President;
- 165 2. Academic Decision-Making
166 a. To exercise its responsibility, the faculty formulates recommendations through the
167 academic decision-making procedures specified in these bylaws.
168 b. When a faculty recommendation has been finalized, it is transmitted to the Dean of
169 Faculty for action. The Dean of Faculty will either act upon the recommendation or
170 recommend a different course of action to the President.
171 c. The President, in turn, may either act upon the Dean of Faculty's recommendation or
172 recommend a different course of action to the Board of Trustees.
173 d. Actions or recommendations of the Dean of Faculty that are adverse to the faculty's
174 recommendation may be appealed by the Faculty Senate to the President; actions or
175 recommendations of the President that are adverse to the faculty's recommendation may
176 be appealed by the Faculty Senate to the Board of Trustees.
- 177 3. Responsibility of the Faculty
178 a. The faculty has primary responsibility for recommendations on the academic affairs of
179 the College through the delegated functions of formulating policy proposals and
180 recommending courses of action to the Dean of Faculty who will recommend a course of
181 action to the President of St. Mary's College of Maryland. This responsibility shall
182 include, but not be limited to:
183 1) The academic objectives of the College;
184 2) The curriculum, including the subject matter and methods of instruction;
185 3) The standards and policies governing admission to the College, graduation from the
186 College, and continuing matriculation at the College;
187 4) The recruitment, evaluation, and development of the faculty;
188 5) The long-range academic development of the College;

- 189 6) The allocation of educational resources; and
190 7) Those aspects of student life that are related to the educational process.
- 191 b. On matters that are the primary responsibility of the faculty, including those enumerated
192 above, the Dean of Faculty is given deference. The power of review or final decision,
193 however, is lodged in the Board of Trustees or delegated by it to the President in all
194 circumstances. Reasons for any decisions of the President and/or the Board that are
195 adverse to faculty recommendations shall be communicated to the faculty.
- 196 4. Faculty Appointment Procedures
- 197 a. General
- 198 1) Most faculty positions are awarded to an academic department, but positions can also
199 be awarded to a cross-disciplinary program or awarded jointly. For positions in
200 which a faculty member is appointed jointly to two or more academic programs
201 (departments and/or cross-disciplinary programs), hiring procedures shall adhere to
202 those specified for positions within a single program unless otherwise specified in
203 these Bylaws.
- 204 2) The Dean of Faculty will call for faculty line requests periodically, usually on an
205 annual basis. The Academic Planning Committee will recommend allocation of
206 faculty line positions to the Faculty Senate, which will make its recommendation to
207 the Dean of Faculty.
- 208 3) Each full-time faculty member at St. Mary's College of Maryland will serve in one of
209 the four ranks: professor, associate professor, assistant professor, instructor. Each
210 lecturer will serve in one of three ranks: lecturer, senior lecturer, master lecturer. It is
211 expected that most faculty members will be either on tenured or on tenure-track
212 appointments with contracts appropriate to their rank.
- 213 4) Appointment of full-time faculty members shall be made by the President.
- 214 5) Special appointments of faculty members may be made between Board meetings by
215 electronic mail ballot or by specific authorization to the President to fill a particular
216 vacancy.
- 217 6) As outlined above, this policy does not apply to appointment of non-tenure track
218 positions.
- 219 b. Search and Hiring Procedures for Full-Time Teaching Faculty
- 220 1) The search committee for a position assigned to a single academic program shall
221 typically be composed of the program chair or coordinator, one or two faculty
222 members selected by the program faculty, and one faculty member from outside the
223 program. The chair of the committee shall normally be the program chair or
224 coordinator. For positions designed to be joint appointments, the search committee
225 shall be composed of each program chair or coordinator, one faculty member elected
226 by the faculty within each program, and one faculty member from outside the
227 programs. The chair of the search committee shall normally be one of the program
228 chairs or coordinators, chosen by the Dean of Faculty.
- 229 2) After conducting its search and consulting with program faculty, the search
230 committee will make a recommendation, which the chair will communicate to the
231 Dean of Faculty who, in turn, will make a recommendation to the President. In the
232 event that the Dean of Faculty or the President does not concur with the
233 recommendation of the search committee, the search committee will meet with the
234 Dean of Faculty or the President and then make another recommendation.

- 235 3) Faculty contracts are extended by the President on the basis of recommendations by
236 the department chair and the Dean of Faculty. The President informs the Board of
237 Trustees of all successful hires .
- 238 4) Each appointment of a faculty member is validated by a formal written contract
239 between the appointee and the College.
- 240 5) The contract will state the rank, salary, length of agreement, and other considerations
241 of appointment. In the case of a joint appointment, the contract will clearly state the
242 expectations for work within each program and the means by which the faculty
243 member will be evaluated. A memorandum of understanding (MOU) may be used to
244 provide details of the appointment. In such cases the MOU shall be agreed to and
245 signed by the appointee, each program chair or coordinator, and the Dean of Faculty.
246 The conditions of the MOU must be consistent with the Faculty Bylaws. A copy of
247 the contract is presented to each prospective faculty member prior to acceptance of
248 the offered appointment.
- 249 6) The contract will be in the possession of both the College and the appointee before
250 the appointment is consummated.
- 251 7) The signed acceptance of the offered contract constitutes an obligation of the
252 appointee to be bound by all terms of the contract. The signature of the President of
253 the College will signify the institution's commitment to the contract.
- 254 8) The appointment is made upon the recommendation of the Dean of Faculty to the
255 President and the President to the Board of Trustees.

256 c. Appointment Types

257 1) Temporary appointments (Non-Lecturer)

- 258 a) The rank of temporary faculty members will be determined using the same
259 criteria for appointing tenured or tenure-track faculty to a rank, with the
260 exception of criteria for service to the College.
- 261 b) Visiting appointments are typically full-time appointments made to replace
262 faculty on leave or when the College has been unable to fill a tenure-track or a
263 tenured position. Normally, a faculty member will serve in a visiting capacity for
264 one to three years.
- 265 c) Term appointments are typically one- or three-year full-time appointments that
266 may be renewed for a total stay at the College normally not to exceed six years.
267 Term appointments are made for positions that are not suited for a tenure-track
268 appointment or where it is undesirable to make a tenure-track appointment due to
269 current staffing patterns or expected enrollment or program changes.
- 270 d) Adjunct faculty typically teach part-time, offering expertise to supplement the
271 available expertise of the program faculty. Adjunct appointments are made as
272 needed, typically one semester at a time.

273 2) Lecturer Appointments

- 274 a) The Lecturer title series is reserved for instructional positions with an increased
275 emphasis on teaching. Positions within the Lecturer title series carry modest
276 expectations of scholarly activity directed at academic and professional currency.
277 Modest service to the College beyond basic departmental citizenship is valued
278 but not required for these positions.
- 279 b) Faculty employed within the Lecturer title series are not eligible for tenure
280 regardless of their length of service to the College. In the event that a faculty
281 member in the Lecturer series applies for and accepts a tenure-track faculty

- 282 position, time spent in the Lecturer title series shall not be counted toward any
283 portion of a tenure-track probationary period.
- 284 c) Lecturer appointments must be at least half-time and are 10-month appointments.
285 All appointment policies are expressed in terms of full-time equivalent years of
286 service. Summer teaching assignments (unless in lieu of academic-year teaching
287 assignments) and overload assignments do not count toward full-time equivalent
288 years of service. One academic year of full employment is considered 1.0 full-
289 time equivalent years of service.
- 290 3) Tenure-Track and Tenured Appointments
- 291 a) Tenure track. A person appointed to a tenure-track position receives
292 probationary employment that may lead to tenure, subject to the procedures,
293 guidelines, and standards described in these bylaws.
- 294 b) Tenured. Persons who have been granted tenure may expect continuous
295 employment at St. Mary's College of Maryland subject to the conditions outlined
296 below in dismissal for cause (Section IV.L.).
- 297 4) Emeritus and Emerita Rank
- 298 a) The rank of Professor Emeritus or Professor Emerita (hereafter referred to as
299 Professor Emerit) is a distinct honor that may be conferred only upon those
300 faculty members who retire from the College, after having distinguished
301 themselves through sustained high quality of teaching and service to students,
302 scholarly achievement, and service to the College. Faculty are eligible for
303 nomination for Emerit status if they have served at least ten years at St. Mary's
304 College and have attained the rank of Professor by the time of retirement. The
305 rank exists to recognize outstanding accomplishment and loyalty to the College
306 and to provide the opportunity for continuing institutional affiliation after formal
307 retirement.
- 308 b) The Board of Trustees may waive these criteria to permit the awarding of Emerit
309 rank to faculty members of distinguished achievement.
- 310 c) The following procedures shall be followed in awarding the Emerit rank to
311 faculty members of distinguished achievement:
- 312 i) A candidate for Emerit rank must be recommended by a majority of the
313 full-time teaching faculty members of the department. The
314 recommendation is forwarded, in writing and with supporting reasons, to
315 the Dean of Faculty.
- 316 ii) The Dean of Faculty makes a recommendation to the President who, in
317 turn, makes a recommendation to the Board of Trustees for the
318 appointment.
- 319 d) The following privileges shall accrue to holders of the rank of Professor Emerit:
- 320 i) They, their spouses and dependents shall have full access to the physical
321 facilities of the College, consistent with the privileges of a full-time faculty
322 member.
- 323 ii) They shall be entitled to access to campus information technology
324 infrastructure including electronic mail and campus network access.
- 325 iii) Whenever possible, they shall be provided with office space.
- 326 iv) They shall be entitled to a mailbox in an appropriate office and the same
327 mailing privileges for professional correspondence as a full-time faculty
328 member.

- 329 v) They shall have access to secretarial services on a time-available basis, as
330 determined by the Dean of Faculty.
- 331 vi) They, their spouses and dependents shall receive the same discount for all
332 College events and productions as received by full-time faculty members.
- 333 vii) They shall be entitled to use the name of the College as an institutional
334 affiliation on grant proposals, fellowship applications, publications,
335 exhibits, etc., subject to the same restrictions and regulations as for full-
336 time faculty members.
- 337 viii) They may be invited to serve in an advisory capacity on College
338 committees, at the discretion of the Dean of Faculty or the President.
339

340 III. Organization of the Faculty for Governance

341 A. General Organization of the Faculty

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

346 B. Process for Policy and Program Proposals

- 347 1. The faculty relies on faculty committees to consider proposals within their areas of
348 responsibility. In considering proposed policies, the committees are to consult thoroughly
349 with all interested persons in the College community.
- 350 2. All policy proposals of faculty committees must be considered and acted upon by the Faculty
351 Senate and, where appropriate, by the faculty. However, as a general rule, neither the Faculty
352 Senate nor the faculty should undertake extensive modifications of committee
353 recommendations. Instead, if the Faculty Senate or the faculty conclude that extensive
354 modifications of committee recommendations are necessary, the proposals should be returned
355 to the appropriate committee for further consideration.
- 356 3. When the faculty recommendation has been formulated and approved by the Faculty Senate
357 or the faculty, that recommendation will be forwarded to the Dean of Faculty. The Dean of
358 Faculty will either act upon the recommendation or recommend a course of action to the
359 President of the College. The President, in turn, may either act upon the Dean of Faculty's
360 recommendation or recommend a course of action to the Board of Trustees. Actions or
361 recommendations of the Dean of Faculty which are adverse to the faculty's recommendation
362 may be appealed by the Faculty Senate to the President of the College; actions or
363 recommendations of the President which are adverse to the faculty's recommendation may be
364 appealed by the Faculty Senate to the Board of Trustees.

365 C. The Faculty Senate

366 1. Duties

- 367 a. The Faculty Senate shall serve as the executive committee of the faculty, and the Faculty
368 Senate President and Vice President shall represent the faculty in deliberations with
369 officers of the College and the Board of Trustees. The Faculty Senate provides for the
370 participation of the faculty in committee assignments and other appointments. It shall
371 have the authority to establish ad hoc committees for particular purposes, but all such
372 committees shall be of limited duration. The Faculty Senate receives reports from all
373 committees of the faculty, from such ad hoc committees as it may establish, and from
374 College officers responsible for the administration of academic support programs. In

- 375 consequence of these reports, the Faculty Senate will determine the appropriate course of
376 action.
- 377 b. The Faculty Senate shall advise the President of the Faculty Senate on matters to be
378 included in the agenda for faculty meetings.
- 379 c. The Faculty Senate shall have the power to interpret these bylaws consistent with the
380 College Bylaws and the Education Article of the Maryland Code Annotated, Section 14-
381 401, et seq

382 2. Membership

- 383 a. Full-time faculty members who do not hold full-time administrative positions and who
384 have served at least two years on a tenured or tenure-track appointment at the College are
385 eligible to serve on the Faculty Senate. Program chairs normally are not eligible to serve
386 on Faculty Senate. The Faculty Senate shall consist of the following members:
- 387 1) Faculty Senate President.
 - 388 2) Faculty Senate Vice President.
 - 389 3) Faculty Senate Secretary.
 - 390 4) One senator shall be elected from each division by simple majority of the faculty
391 members in that division.
 - 392 5) Two senators elected at-large by the faculty.
- 393 b. If no pre-tenure faculty member is elected to serve on the Faculty Senate by the divisions,
394 one of the at-large senator positions shall be designated for a pre-tenure faculty person.
- 395 c. In addition to the senators, the Dean of Faculty and/or a designee of the Dean of Faculty
396 will serve with the Faculty Senate, without vote. A student representative to the Faculty
397 Senate, to serve with the Faculty Senate without vote, will be designated by the Student
398 Government Association.
- 399 d. Executive sessions of the Faculty Senate shall consist only of voting members of the
400 Faculty Senate, with others attending at the discretion of the Faculty Senate.

401 3. Election of Faculty to the Faculty Senate

- 402 a. At least one month before at-large faculty elections, the Faculty Senate will inform
403 divisions of expiring terms on the senate and request divisional election of a senator.
- 404 b. At least one week prior to the faculty meeting scheduled for spring elections, the Faculty
405 Senate shall distribute to the voting faculty the names of the senators elected by the
406 divisions and the nominees received for President, Vice President, and Secretary of the
407 Faculty Senate, at-large senators, faculty representatives to Board of Trustee committees,
408 parliamentarian of the faculty, and at-large senate committee members.
- 409 c. At a faculty meeting to be started no earlier than halfway through the spring semester and
410 to be completed no later than one week prior to the end of the spring semester, the faculty
411 shall hold elections to fill any expiring terms among the Faculty Senate President, Vice-
412 President, Secretary, at-large senators, faculty representatives to Board of Trustee
413 committees, and parliamentarian. Nominations from the floor will be permitted for each
414 position. Voting shall be by secret ballot if requested. A majority of those present and
415 voting is required for election. In the absence of such a majority, the faculty will proceed
416 immediately to a ballot between the two candidates with the largest number of votes.
- 417 d. The faculty shall elect, to fill expiring terms, in this order:
- 418 1) First, one member of the faculty is elected as President of the Faculty Senate;
 - 419 2) Second, a member of the faculty is elected as Vice-President of the Faculty Senate;
 - 420 3) Third, a member of the faculty is elected as Secretary of the Faculty Senate;
 - 421 4) Fourth, at-large senators are elected;

- 422 5) Fifth, the faculty elects faculty representatives to the Board of Trustee committees;
423 6) Sixth, the parliamentarian of the faculty is elected; and
424 7) Finally, the at-large senate committee members are elected.
- 425 e. Unless provided for elsewhere in these bylaws, the elected members of the Faculty
426 Senate shall serve three-year terms beginning with the start of the fall semester. The
427 terms of the members shall be arranged so that one third are elected each year. The terms
428 of the Faculty Senate President, Vice President, and Secretary shall be three years
429 beginning with the start of the fall semester.
- 430 f. If it becomes necessary to fill the unexpired term of a senator to the Faculty Senate, it
431 shall be the responsibility of the division, if a divisional senator, or the Faculty Senate, if
432 an at-large senator, to provide for a special election within four weeks of the time the
433 vacancy occurs.

434 4. The President of the Faculty Senate

- 435 a. The Faculty Senate President is elected by the faculty to serve as the executive officer of
436 the Faculty Senate to represent the faculty to the administration and Board of Trustees.
- 437 b. Duties: As the executive officer of the Faculty Senate, the duties of the Faculty Senate
438 President are:
- 439 1) To attend the meetings of the Academic Affairs Committee of the Board of Trustees
440 and shall participate in the manner prescribed by the College Bylaws;
 - 441 2) To preside over meetings of the faculty and to prepare and distribute the agenda for
442 those meetings;
 - 443 3) To preside over meetings of the Faculty Senate and to prepare and distribute the
444 agenda for those meetings;
 - 445 4) To coordinate faculty elections;
 - 446 5) To refer matters to appropriate committees;
 - 447 6) To represent the faculty in meetings of administrative councils;
 - 448 7) To serve as the faculty representative to the Board of Trustees; and
449 8) To attend meetings of the Program Chairs.
- 450 c. Vacancy. If it becomes necessary to fill the unexpired term of the Faculty Senate
451 President, it shall be the responsibility of the Faculty Senate to provide for a special
452 election within four weeks of the time the vacancy occurs.
- 453 d. Compensation. During each semester in office, the Faculty Senate President shall receive
454 a reduction of teaching responsibilities equivalent to one four-credit course.

455 5. Vice President of the Faculty Senate

- 456 a. Duties
- 457 1) To assume the duties of the Faculty Senate President in the absence of the Faculty
458 Senate President; and
 - 459 2) To attend the meetings of the Academic Affairs Committee of the Board of Trustees
460 and shall participate in the manner prescribed by the College Bylaws.
- 461 b. Vacancy. If it becomes necessary to fill the unexpired term of the Faculty Senate Vice
462 President, it shall be the responsibility of the Faculty Senate to provide for a special
463 election within four weeks of the time the vacancy occurs.

464 6. Secretary of the Faculty Senate

- 465 a. Duties
- 466 1) To assume the duties of the Faculty Senate Vice President in the absence of the
467 Faculty Senate Vice President;

- 468 2) To assist the Faculty Senate President with archiving the Faculty Senate meeting
469 minutes;
- 470 3) To review annually the Faculty Bylaws for compliance and for necessary updates,
471 reporting findings to the Faculty Senate; and
- 472 4) To oversee any updates to the Faculty Bylaws and their subsequent distribution and
473 archiving.
- 474 b. Vacancy. If it becomes necessary to fill the unexpired term of the Faculty Senate
475 Secretary, it shall be the responsibility of the Faculty Senate to provide for a special
476 election within four weeks of the time the vacancy occurs.
- 477 7. The Faculty Representatives to the Board of Trustees Committees
- 478 a. The Faculty Representatives to Board of Trustee Committees are tenured or tenure-track
479 faculty members elected by the faculty to advise the Dean of Faculty, to report back to
480 the faculty the discussions and actions undertaken by the Board committee they
481 represent, and to represent faculty interests to the Board of Trustees.
- 482 b. The faculty shall elect Faculty Representatives to Board of Trustee Committees to each
483 serve a term of three years, beginning with the start of the fall semester.
- 484 c. If it becomes necessary to fill the unexpired term of any of the Faculty Representatives to
485 Board of Trustee Committees, it shall be the responsibility of the Faculty Senate to
486 provide for a special election within four weeks of the time the vacancy occurs.
- 487 d. The Faculty Finance Delegate
- 488 1) The Faculty Finance Delegate is a voting member of the Finance, Investment, and
489 Audit Committee of the Board of Trustees per College Bylaws.
- 490 2) Duties are to report in a timely fashion to the faculty or the Faculty Senate on fiscal
491 and budgetary matters pertaining to the academic sector; to consult with the Dean of
492 Faculty and Vice President for Business and Chief Finance Officer on fiscal and
493 budgetary matters, and to attend the meetings of the Finance, Investment, and Audit
494 Committee of the Board of Trustees and participate in the manner prescribed by the
495 College Bylaws.
- 496 e. The Admission and Financial Aid Faculty Representative
- 497 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters
498 relating admission and enrollment; to consult with the Dean of Faculty and the Vice
499 President for Enrollment Management on standards for admission, scholarships, and
500 size and diversity of the entering class, and to attend the meetings of the Admission
501 and Financial Aid Committee of the Board of Trustees and participate in the manner
502 prescribed by the College Bylaws.
- 503 f. The Technology, Buildings, and Grounds Faculty Representative
- 504 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters
505 relating to academic facilities and resources including buildings, computing, and
506 library services; to advise the Dean of Faculty and Vice President for Business and
507 Chief Finance Officer on facilities and resources, and to attend the meetings of the
508 Technology, Buildings, and Grounds Committee of the Board of Trustees and
509 participate in the manner prescribed by the College Bylaws.
- 510 g. The Campus Life Faculty Representative
- 511 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on
512 matters pertaining to student life; to advise the Dean of Faculty, Vice President
513 for Equity and Strategic Initiatives, and the Vice President for Student Affairs on
514 campus life matters, and to attend the meetings of the Campus Life Committee of

- 515 the Board of Trustees and participate in the manner prescribed by the College
516 Bylaws.
- 517 h. The Institutional Advancement Faculty Representative
- 518 1) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters
519 pertaining to fundraising and marketing; to advise the Dean of Faculty and the Vice
520 President for Advancement on matters related to institutional advancement, and to
521 attend the meetings of the Institutional Advancement Committee of the Board of
522 Trustees and participate in the manner prescribed by the College Bylaws.
- 523 i. The Academic Affairs Faculty Representative
- 524 1) The President of the Faculty Senate serves as the Faculty Representative to the
525 Academic Affairs Committee of the Board of Trustees.
- 526 2) Duties are to report in a timely fashion to the faculty or the Faculty Senate on matters
527 pertaining to academic affairs via written and verbal report; to advise the Dean of
528 Faculty on academic matters, and to attend the meetings of the Academic Affairs
529 Committee of the Board of Trustees and participate in the manner prescribed by the
530 College Bylaws.
- 531 8. Parliamentarian of the Faculty
- 532 a. The faculty shall elect a parliamentarian to serve a three-year term, beginning with the
533 start of the fall semester.
- 534 b. Duties
- 535 1) To advise the person presiding at meetings of the faculty on the correct parliamentary
536 procedure; and
- 537 2) To advise the Faculty Senate President, or other members of the faculty, on issues of
538 parliamentary procedure.
- 539 c. Vacancy. If it becomes necessary to fill the unexpired term of the parliamentarian of the
540 faculty, it shall be the responsibility of the Faculty Senate to provide for a special election
541 within four weeks of the time the vacancy occurs.
- 542 9. Faculty Committee Structure
- 543 a. General Provisions
- 544 1) Membership on standing committees of the faculty shall be restricted to tenured and
545 tenure-track faculty who are full-time teaching faculty. Unless otherwise specified,
546 faculty members may serve on no more than one standing committee at a time.
- 547 2) Membership on standing committees shall be elected by the division, if a divisional
548 representative, or by the faculty, if an at-large representative.
- 549 3) Unless otherwise specified, appointments to all committees are for three years,
550 renewable for a second term for a maximum of six years of continuous service on a
551 particular committee. The terms of faculty members on all committees, where
552 possible, should be staggered.
- 553 4) Any vacancies that occur in a committee's membership shall be elected by the body
554 that originally elected that committee member. For the purpose of calculating
555 continuous years of service on a particular committee, the completion of an
556 unexpired term is not counted as one of the two terms of service for the faculty
557 member completing the term.
- 558 5) Terms of service on faculty committees begin at the start of the fall semester. The
559 Faculty Senate will designate one committee member to convene the first meeting of
560 the committee, at which time a chair will be elected. A quorum for the purpose of

- 561 doing business shall consist of a majority of the voting members, exclusive of student
562 members.
- 563 6) Administrative representation to appropriate committees is provided for in these
564 bylaws and generally will occur after consultation of the Faculty Senate and the Dean
565 of Faculty. Unless otherwise provided for, these representatives do not vote and shall
566 not be counted in determining quorums.
- 567 7) Student representation to appropriate committees as provided for in these bylaws.
568 The Student Government Association nominates these representatives. Student
569 members shall not be counted in determining quorums.
- 570 8) College officers who wish faculty representation on special administrative
571 committees should seek the advice of the Faculty Senate.
- 572 b. Types of Committees
- 573 1) Ad Hoc Committees. Ad hoc faculty committees may be established from time to
574 time by the Faculty Senate to consider specific issues that do not clearly fall under
575 the jurisdiction of any committee as established by these bylaws. These committees
576 will exist for clearly defined times.
- 577 2) Standing Committees. Standing committees make recommendations regarding
578 programs of the faculty within their area of jurisdiction. All standing committees of
579 the faculty shall be responsible to the Faculty Senate; their recommendations with
580 supporting information shall be conveyed in writing by the committee chair.
- 581 c. All proposals for committee action shall be submitted by the Faculty Senate in writing to
582 the appropriate committee chairperson.
- 583 10. Faculty Senate Committees
- 584 a. The following are the standing committees of the Faculty Senate:
- 585 1) Academic Planning Committee
586 2) Academic Policy Committee
587 3) Curriculum Review Committee
588 4) Faculty Issues Committee
589 5) Faculty Inclusion, Diversity, and Equity Committee
590 6) Teaching and Assessment Committee
- 591 b. Academic Planning Committee
- 592 1) For issues related to traditional academic planning matters such as allocation of
593 academic lines, the Academic Planning Committee will be constituted.
- 594 2) The committee membership shall consist of:
- 595 a) one faculty member elected by each division, at least one of whom shall be a pre-
596 tenure faculty member.
- 597 b) an at-large faculty member may also be elected if deemed necessary by the
598 Faculty Senate.
- 599 c) the Dean of Faculty or their designee serves with the committee without vote.
- 600 3) Functions of the Academic Planning committee
- 601 a) to analyze the existing state of undergraduate and post-baccalaureate education
602 both internal and external to the College, and project trends
- 603 b) to review plans for the development of the academic program of the College,
604 evaluate progress in meeting the objectives of such plans, and consider the
605 implications, financial and otherwise, of various strategies for development
- 606 c) to recommend to the Dean of Faculty and senate the allocation of faculty lines
607 and faculty support positions

- 608 d) to review the progress of all developing academic programs, new academic
609 initiatives, and results of external program reviews
- 610 e) to recommend actions to the Dean of Faculty and report their recommendations
611 to the Faculty Senate.
- 612 c. Academic Policy Committee
- 613 1) Membership
- 614 a) one faculty member elected by each division.
- 615 b) an at-large faculty member may also be elected if deemed necessary by the
616 Faculty Senate.
- 617 c) one student, appointed by the Faculty Senate, serves on the committee with vote.
- 618 d) the Registrar of the College or their representative serves with the committee
619 without vote.
- 620 e) the Dean of Faculty or their designee serves with the committee without vote.
- 621 2) Functions
- 622 a) To review and recommend to the Faculty Senate academic policies for all courses
623 and programs at the College offered on or off campus during the regular terms
624 and the summer term. Specifically, the areas of responsibility include the
625 following policy matters: calendar and schedules; academic advising; class
626 attendance; examinations; academic probation and dismissal; class status;
627 transfer, advanced placement, and credit by examination; graduation with honors;
628 and academic dishonesty.
- 629 b) To review all cases of an academic nature for which policy has not been stated
630 and to make recommendations to the Faculty Senate
- 631 c) To participate in the review of all cases of academic dismissal, alongside relevant
632 staff members, and make recommendations to the Dean of Faculty or their
633 representative.
- 634 d) To review student requests for exceptions to degree requirements or other
635 academic policies and make recommendations to the Dean of Faculty or their
636 representative.
- 637 d. Curriculum Review Committee
- 638 1) Membership
- 639 a) one faculty member elected by each division.
- 640 b) an at-large faculty member may also be elected if deemed necessary by the
641 Faculty Senate.
- 642 c) one student, appointed by the Faculty Senate, serves on the committee with vote.
- 643 d) the Registrar of the College or their representative serves with the committee
644 without vote.
- 645 2) Functions
- 646 a) To review proposed additions, deletions, and changes to the curricular
647 requirements and course offerings of all components of the academic program of
648 the College, and to make recommendations for action to the Faculty Senate
- 649 b) To review the course offerings and curricular requirements of all proposed
650 academic programs of the College, and of existing programs of the College as the
651 need arises, and to make recommendations to the Faculty Senate
- 652 c) To periodically review curricular requirements and assessment procedures and
653 outcomes for all academic programs of the College
- 654 d) To review and approve proposed student-designed majors.

- 655 e) To establish and publish deadline dates and procedures for the submission of
656 proposed revisions or additions to the curriculum of the College
- 657 e. Faculty Issues Committee
- 658 1) Membership
- 659 a) one faculty member elected by each division.
- 660 b) an at-large faculty member may also be elected if deemed necessary by the
661 Faculty Senate.
- 662 c) the Dean of Faculty or their representative serves with the committee without
663 vote.
- 664 2) Functions
- 665 a) To review policies related to faculty hiring, promotion and tenure. This is not
666 evaluative but rather a review of the policies surrounding the hiring, promotion
667 and tenure processes.
- 668 b) To review standards, policies, and guidelines related to compensation including
669 merit evaluation, equity adjustment, benefits and retirement.
- 670 c) To periodically review all policies related to faculty and comparison to peer
671 institutions.
- 672 f. Faculty Inclusion, Diversity, and Equity Committee
- 673 1) Membership
- 674 a) one faculty member elected by each division.
- 675 b) the Dean of Faculty or their representative serves with the committee without
676 vote.
- 677 2) Functions
- 678 a) To review College policies and practices that impact the recruitment, support,
679 and retention of historically underrepresented faculty and to recommend changes
680 and develop policies for improvement; and to collaborate with the Vice President
681 for Equity and Strategic Initiatives as well as various committees, offices,
682 administrators, departments, and programs to address inclusion, diversity, and
683 equity issues of importance to faculty.
- 684 g. Teaching and Assessment Committee
- 685 1) Membership
- 686 a) one faculty member elected by each division.
- 687 b) the Dean of Faculty or their representative serves with the committee without
688 vote.
- 689 2) Functions
- 690 a) To review policies and practices related to the assessment of student learning
691 within the academic programs and to recommend changes for improvement; and
692 to collaborate with Academic Affairs on the collection and dissemination of
693 student learning outcomes assessment data in order to improve teaching and
694 learning.
- 695 D. Meetings
- 696 1. Individuals Eligible to Vote
- 697 a. all persons occupying tenured, tenure-track, lecturer, or full-time temporary appointments
- 698 b. Associate Deans who are appointed from the faculty
- 699 c. Associate Vice President for Academic Affairs who is appointed from the faculty
- 700 d. Dean of Faculty of the College
- 701 e. President of the College

- 702 f. all full-time college employees teaching at least four credit hours in the current semester.
- 703 2. Meetings of the Faculty and Faculty Senate
- 704 a. Rules of Procedure
- 705 1) Meetings of all groups formed under these bylaws shall be open to all members of the
- 706 College community. However, any such group may convene executive sessions
- 707 subject to the State of Maryland open meeting law.
- 708 2) All meetings held under these bylaws shall be governed by the procedures described
- 709 in Robert's Rules of Order, Revised.
- 710 b. Faculty Meetings
- 711 1) The faculty shall meet at least once each semester.
- 712 2) The president of the Faculty Senate will coordinate:
- 713 a) approval of meeting schedules and agendas by the Faculty Senate.
- 714 b) communicating the agenda to the faculty so that faculty members shall receive
- 715 written notice of a faculty meeting and an agenda for the meeting not later than
- 716 three full working days prior to the day scheduled for the meeting.
- 717 c) compilation, in consultation with the department chairs, and approval of the
- 718 voting list at the first faculty meeting of each semester.
- 719 3) Upon the request of at least twenty percent of the voting faculty, the president of the
- 720 Faculty Senate shall call a faculty meeting not later than one week from the
- 721 submission of the petition.
- 722 4) A quorum for doing business in program, division, and faculty meetings shall consist
- 723 of a number of voting faculty exceeding fifty percent of the total number of voting
- 724 faculty members excluding visiting or part-time faculty and those faculty members
- 725 on sabbatical leaves or other leaves of absence.
- 726 5) By a two-thirds vote, the faculty or the Faculty Senate may authorize an electronic
- 727 mail ballot on unresolved motions before the faculty. For a motion to pass on an
- 728 electronic mail ballot, a simple majority of affirmative votes must be counted from a
- 729 number of ballots exceeding fifty percent of the total number of faculty counting
- 730 toward a quorum.
- 731 c. Faculty Senate Meetings
- 732 1) Meetings of the Faculty Senate shall be held regularly and at least once each month
- 733 during the academic year.
- 734 2) There shall be a Faculty Senate meeting within one week of the beginning of each
- 735 semester at which the time of the regular Senate meetings for the following semester
- 736 shall be decided. The time of the regular Senate meetings shall be announced to the
- 737 College community well in advance of the semester to allow for planning.
- 738 3) Faculty members shall receive written notice of each senate meeting and the agenda
- 739 of items for that meeting not later than the last working day before the day of the
- 740 meeting. Faculty Senate meeting minutes shall be approved by the Faculty Senate
- 741 and distributed to the faculty in a timely manner after the Senate meetings.
- 742 4) Special Faculty Senate meetings shall be held at the request of at least two members
- 743 of the senate or of twenty percent of the faculty not later than three working days
- 744 after the submission of the request.
- 745 5) A quorum shall consist of two-thirds of the elected members of the Faculty Senate.
- 746 6) A majority of the senate members present and voting shall be required for Faculty
- 747 Senate action on all matters.
- 748 d. Approval of Faculty Senate Actions by the Faculty

- 749 1) All matters of major importance shall be brought by the Faculty Senate before the
750 faculty and decided by the faculty. The Faculty Senate may refer any of its actions to
751 the faculty as it deems appropriate.
- 752 2) The Faculty Senate may act for the faculty on other matters.
- 753 3) When a faculty meeting cannot reasonably be convened, and action by the faculty is
754 urgently required, the senate may act for the faculty. Such Faculty Senate action
755 shall be communicated to the faculty and may be reviewed by the faculty as soon as a
756 faculty meeting can be held.
- 757 4) Faculty approval of Faculty Senate actions shall be assumed if no request for faculty
758 review is received by the Faculty Senate President within five working days of the
759 distribution of the minutes of the Faculty Senate meeting in which the action was
760 taken. Upon request of at least twenty percent of the faculty or of one third of the
761 members of the Faculty Senate, the Faculty Senate action shall be brought before the
762 faculty and decided by the faculty.
763

764 IV. Bylaws Governing Tenure-Track Faculty Appointments, Evaluations, and Tenure

765 A. Preface

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

773 B. Minimum Criteria for Appointing Faculty to a Rank

- 774 1. Expectations regarding teaching ability, professional achievement, and service to the College
775 will vary from rank to rank. The higher the rank, the higher the level of expected proficiency.
776 Meeting the following criteria for rank appointment is a necessary but not always a sufficient
777 basis for appointment. When it is in the best interest of the College, any of the standards
778 listed below may be waived to permit the appointment of individuals of distinguished
779 achievement.
- 780 2. Instructor
- 781 a. Substantial progress towards a doctorate or other appropriate terminal degree
 - 782 b. Previous teaching experience
 - 783 c. Strong evidence of potential for growth as a teacher and a scholar
- 784 3. Assistant Professor
- 785 a. A doctorate or other appropriate terminal degree
 - 786 b. Previous teaching experience
 - 787 c. Strong evidence of potential for growth as a teacher and scholar
- 788 4. Associate Professor
- 789 a. A doctorate or other appropriate terminal degree
 - 790 b. Completion of five years of successful teaching in a tenure track position at the college
791 level
 - 792 c. Excellence as a teacher
 - 793 d. Scholarly and creative achievements that have received recognition from professional
794 peers beyond the campus
 - 795 e. Significant, high quality service to the College

- 796 5. Professor
- 797 a. A doctorate or other appropriate terminal degree
- 798 b. Completion of at least five years at the rank of associate professor
- 799 c. Demonstration of continued excellence as a teacher
- 800 d. Further scholarly and creative achievement
- 801 e. Superior service to the College, preferably in leadership roles
- 802 C. Conditions for Tenure-Track and Tenured Appointments
- 803 1. Tenure is the assurance to experienced faculty members that they may expect to continue in
- 804 their academic position unless adequate cause for dismissal is demonstrated in a fair hearing
- 805 following the procedures established in these bylaws. Tenure may be granted by the Board of
- 806 Trustees to faculty members after the expiration of their probationary period or at the time of
- 807 appointment to faculty status.
- 808 2. Tenure terminates with the retirement or resignation of the faculty member, when the faculty
- 809 member is dismissed for cause after due process, or when the position is eliminated under
- 810 extraordinary circumstances such as financial exigency or discontinuance of a program or
- 811 department of instruction. Termination of tenured faculty members because of financial
- 812 exigency should be declared and demonstrably bona fide. The determination that it is in the
- 813 best interest of the College to discontinue a program or department shall be made following a
- 814 review by the faculty, via the Faculty Senate, the administration, via the President, and the
- 815 Board of Trustees, via the Academic Affairs Committee. Any proposal to eliminate a
- 816 program or department will require input from all three sectors. The final decision, however,
- 817 is lodged in the Board of Trustees. Reasons for any decisions of the Board that are adverse to
- 818 faculty recommendations shall be communicated to the faculty. Tenured faculty in academic
- 819 programs that are discontinued may be offered an opportunity to fill positions available in
- 820 other programs at the College if they qualify for those positions.
- 821 3. Probationary Pre-tenure Period
- 822 a. During the probationary period, a faculty member should have the academic freedom, as
- 823 described in Section I. C., that all other members of the faculty have.
- 824 b. Faculty members who are appointed to tenure-track positions at St. Mary's College of
- 825 Maryland shall serve a probationary period according to the schedule and subject to the
- 826 conditions listed below.
- 827 c. The initial appointment is for a period of three years.
- 828 d. The evaluation of a faculty member for renewal of the initial appointment takes place
- 829 during the fifth semester. A notice that the appointment will or will not be renewed must
- 830 be given in writing by the President of the College no later than five months before the
- 831 expiration of the contract. If a faculty member has not received timely notice concerning
- 832 the non-renewal of appointment, the person is offered a one-year contract extension prior
- 833 to its expiration.
- 834 e. The second and final probationary appointment is for a period of three years. Prior to
- 835 expiration of this contract, the faculty member shall receive a written communication by
- 836 the President of the College that informs the person that either 1) tenure has been granted,
- 837 or 2) the appointment terminates with the expiration of the contract. A faculty member
- 838 denied tenure would then be offered a one-year contract extension prior to its expiration.
- 839 f. The probationary period is not to exceed six years, except under the following
- 840 circumstances:
- 841 1) Automatic one-year extensions are granted for parental caregiving within the first
- 842 year after childbirth or adoption of a minor child. This automatic extension will be

- 843 applied by the Dean of Faculty upon notification by the faculty member of a
844 qualifying event. No more than two automatic extensions will be granted for this
845 purpose. Faculty members may waive this automatic extension by submitting a
846 written statement to the Dean of Faculty specifying that they wish to waive the
847 extension.
- 848 2) Extensions may be requested for personal or medical reasons such as elder care,
849 personal illness, care of an ill family member, or unique professional opportunities
850 such as fellowships or special assignments. Such extensions will be requested by the
851 faculty member to the program chair or coordinator and Dean of Faculty and will
852 typically extend the probationary period by one year.
- 853 3) Such extensions shall not change the standards for review.
- 854 4) For faculty members with substantial prior teaching or other appropriate experience
855 the probationary period may be shortened at the time of the initial appointment by
856 mutual agreement between the Dean of Faculty and the faculty member in
857 consultation with the program chair or coordinator. This agreement will be
858 formalized in the faculty member's contract.
- 859 3. Appointments to Tenure Without a Probationary Period
- 860 a. If a person is considered for the granting of tenure without a probationary period, the
861 program chair or coordinator must write a letter of recommendation for the College
862 Evaluation Committee. In the case of a joint appointment, the chair or coordinator of each
863 program must write a letter of recommendation. Then the person's credentials shall be
864 reviewed by the College Evaluation Committee, which will make a recommendation to
865 the Dean of Faculty, who will recommend to the President, who will recommend to the
866 Board before tenure is offered.
- 867 4. Institutional Factors that Influence Award of Tenure
- 868 a. The College must seek to maintain balance in its faculty and to preserve flexibility to
869 adjust its programs to the needs of a changing environment. The decision to grant tenure
870 is of such fundamental importance that the Dean of Faculty, President or board
871 committees involved in the faculty evaluation process must be accorded reasonable
872 latitude consistent with academic freedom, equal opportunity, and standards of fairness.
- 873 b. A tenure-track appointment is made when institutional projections, arrived at by the Dean
874 of Faculty in consultation with the appropriate program chair or coordinator, show that it
875 is probable that the appointment can lead to tenure primarily on the basis of meritorious
876 performance. Occasionally the institutional interest may require that a tenure-track
877 appointment be made if there is a reasonable possibility, rather than a probability, that the
878 appointment can lead to tenure. In such a case, the candidate for the position will be
879 informed in writing of the situation before the appointment is made.
- 880 c. Serious financial or enrollment shortfalls or changing educational or curricular needs may
881 have a bearing on the awarding of tenure appointments. The College will make every
882 effort to identify such factors and avoid them. In such cases when such exigency is
883 unavoidable, the College will notify any affected faculty members of them as soon as
884 possible and, barring an imminent and significant reduction of College resources, no later
885 than two years before the decision of whether to grant tenure is scheduled to take place.
- 886 d. When a situation arises where there are such institutional grounds (other than the
887 circumstances described in section IV. K. of current Bylaws) to eliminate or convert an
888 occupied tenure-track position to a term position, the Dean of Faculty will present the
889 case to the tenured members of the affected program for their advice. If the Dean of

890 Faculty then judges that the appointment should not be renewed, the Dean of Faculty will
891 proceed to inform the faculty member without delay and make a recommendation against
892 renewal to the President. Any recommendation against renewal of an appointment for
893 such reasons shall be reviewed by the Faculty Senate, which will make its own
894 recommendation to the President. The final decision is made by the Board of Trustees
895 following the recommendation of the President. The faculty member will have the right
896 to serve out the term of the contract.

897 D. Standards for Evaluating Tenure-Track Faculty for Pre-Tenure Contract Renewal, Tenure,
898 Promotion, and Post-Tenure Review

- 899 1. The three basic criteria applied to faculty evaluation are excellence in teaching; scholarly,
900 professional and/or creative achievement; and service to the College and the wider
901 community. Teaching of high quality and the maintenance of excellence and competence in
902 the classroom are, however, of greatest importance and cannot be replaced by high
903 achievement in the other areas.
- 904 2. The following definitions and guidelines are used in the evaluation of faculty.
- 905 a. Excellence in teaching
- 906 1) St. Mary's College of Maryland expects its faculty members to be excellent teachers.
907 While many different teaching styles can lead to excellence in teaching, these are
908 some common elements that characterize excellent teachers. Excellent teachers
909 should:
- 910 a) show respect for all students and concern for their intellectual development.
911 b) have broad and deep knowledge of their disciplines and how those disciplines
912 relate to other fields.
- 913 c) demonstrate a commitment to teaching through an ongoing course development
914 and revision process that includes articulation of clear course goals, flexibility
915 and experimentation in approach, and critical self-reflection in the evaluation of
916 course outcomes. That commitment should extend to the broader curricular goals
917 of the academic programs with which they are involved.
- 918 d) have the ability to communicate effectively and encourage students to actively
919 engage with diverse ideas both in and out of the classroom.
- 920 e) encourage students to think critically about and clearly express their ideas
921 throughout their intellectual life.
- 922 f) set high standards that help foster both student achievement and independent
923 thought.
- 924 g) demonstrate concern for students by providing clear expectations and fair, timely,
925 and thorough feedback when evaluating student work.
- 926 h) Take an active and effective role in advising. Advising should include
927 knowledge of relevant College policies and procedures, timely and accurate
928 responses to advisee inquiries, informed guidance in course selection, knowledge
929 of advisee interests and goals, and active discussion of post-graduation academic
930 and career decisions.
- 931 b. Professional, scholarly, and/or creative achievement
- 932 1) All faculty are expected to be professionally active and to keep abreast of
933 developments within their field. Professional achievements contribute to the
934 intellectual development of the person and enhance their teaching in the field. To
935 further these teaching goals, the involvement of students in these professional

- 936 activities is encouraged where possible. Professional work that extends the
937 availability of the discipline to a wider audience is also valued.
- 938 2) Professional, scholarly, and creative work should receive recognition from
939 professional peers beyond the campus. Such recognition may consist of the
940 publication of articles by recognized professional, peer reviewed journals or by
941 respected national journals, magazines, or newspapers, or in the publication of books
942 of an intellectual nature by reputable publishers. It may also consist of the
943 presentation of artistic, literary, dramatic, or musical creations or performances in
944 galleries and theaters and reviews of these artistic, literary, dramatic, or musical
945 creations or performances by respected critics in leading publications. Other forms
946 of recognition exist and may be used, as appropriate, to evaluate the individual
947 faculty member's scholarship.
- 948 c. Service to the College and the Community
- 949 1) As part of their service to the College, faculty members are expected to be active
950 participants in the life of the College. Faculty members are expected to conduct
951 themselves professionally and to accept their fair share of the department's and
952 College's administrative workload. In addition, faculty members may contribute to
953 the administration of cross-disciplinary study areas. Because such work functions to
954 further the mission of the College as a whole, departments have the responsibility to
955 consider it as equally important as departmental administration. Faculty members
956 should contribute to the well-being of the College and its students and personnel by
957 participating in activities and programs that improve the functioning of the institution
958 and enhance life at the College.
- 959 2) Service activities may include the following:
- 960 a) Service on standing or ad hoc committees of the College and/or the Faculty
961 Senate.
- 962 b) Participation in the formulation of courses and programs.
- 963 c) Participation in institutional self-study and evaluation programs.
- 964 d) Participation in recruitment of faculty.
- 965 e) Organization of, or active participation in, programs that enhance the cultural or
966 intellectual life at the College or in the wider community.
- 967 f) Organization of, or active participation in, social, charitable, or educational
968 programs at the College or in the wider community.
- 969 g) Work in alumni relations, student recruitment, and College advancement.
- 970 h) Contributions to extracurricular programs or activities that enhance student
971 development.
- 972 i) Work involved in international programs and study abroad.
- 973 E. Expected Achievements of Faculty at Various Evaluations
- 974 1. Pre-tenure Contract Renewal
- 975 a. At the time of this evaluation, the faculty member should have made significant progress
976 towards achieving excellence in teaching. It is also expected that the faculty member will
977 have begun to implement a program of scholarly, professional and/or creative activities
978 and service to the College. Although the faculty member will be evaluated in all three
979 areas, primary importance will be given to the person's teaching. Persons who are not
980 professionally competent or who fail to demonstrate continued significant progress
981 towards teaching excellence, professional activity and service should not be reappointed.

- 982 Faculty members who have not completed the work for the appropriate terminal degree
983 generally will not be reappointed.
- 984 2. Tenure and Promotion to Associate Professor
- 985 a. In this evaluation the faculty member's teaching; professional, scholarly, and/or creative
986 achievements; and service to the College will be assessed. For the granting of tenure, the
987 faculty member must be an excellent teacher. Scholarly and creative accomplishments
988 must be of high quality and recognized by professional peers beyond the campus. Service
989 to the College must be of high quality. All achievements must be consistent with the
990 expectations by the College spelled out in the pre-tenure evaluations.
- 991 3. Promotion to Professor
- 992 a. Tenured faculty members are expected to continue to develop as teachers, scholars, and
993 members of the college community throughout their careers. For promotion to professor,
994 the faculty member must continue to be an excellent teacher and demonstrate continuing
995 high-quality professional activity recognized outside the College. Service to the College
996 should be of superior quality and include leadership roles. The faculty member's progress
997 should be consistent with the expectations by the College spelled out in earlier
998 evaluations.
- 999 F. The Evaluation Process for Pre-Tenure Contract Renewal, Tenure, and Promotion of Faculty
- 1000 1. The faculty evaluation process is established for the evaluation of all full-time faculty
1001 members for the purposes of pre-tenure contract renewal, the awarding of tenure, and
1002 promotion to higher rank. The formal evaluation for pre-tenure, and tenured faculty is
1003 focused on an evaluation file consisting of required materials specific to the stage of
1004 evaluation and prepared by the faculty member under evaluation. Once submitted, the
1005 evaluation file is the common document reviewed and evaluated in sequence by the
1006 evaluative chain. The chain of evaluation is as follows: the program chair makes a
1007 recommendation to the College Evaluation Committee. This committee makes a
1008 recommendation to the Dean of Faculty who, in turn makes a recommendation to the
1009 President. The President recommends an action to the Academic Affairs Committee of the
1010 Board of Trustees and the Board of Trustees makes the final decision.
- 1011 2. Confidentiality of the Process and Conduct of Participants in the Process
- 1012 a. Committees and individuals involved in the evaluation process have the right and the
1013 responsibility to conduct their deliberations without outside interference.
- 1014 b. Participants in the evaluation process must observe strict confidentiality at each step.
1015 Discussions about a candidate may only involve those with direct knowledge of the
1016 content of the faculty member's file.
- 1017 c. Faculty members shall be notified of all decisions that concern them and will be informed
1018 of the reasons for each decision.
- 1019 d. Upon written request by a faculty member or an officer or committee involved in the
1020 evaluation process, the Faculty Senate shall investigate any allegations of violations of
1021 procedures.
- 1022 3. Timetable of the Evaluation Process
- 1023 a. Pre-tenure Contract Renewal
- 1024 1) The following timetable applies to persons who are appointed to tenure-track
1025 positions at the entry level. For faculty members who are credited with previous
1026 teaching experience appropriate adjustments will be made as described in the
1027 appointment letter.

- 1028 a) The pre-tenure evaluation will be conducted during the fifth semester of the
1029 faculty member's employment at the College.
- 1030 b) The faculty member must have their evaluation file submitted to the program
1031 chair or coordinator prior to the start of their fifth semester.
- 1032 c) Following the formal pre-tenure review in the third year, the program chair or
1033 coordinator will discuss with the faculty member the expectations for tenure as
1034 outlined in the program letter.
- 1035 b. Tenure and Promotion to Associate Professor
- 1036 1) The evaluation for granting of tenure and simultaneous promotion to associate
1037 professor will typically occur in the faculty member's twelfth semester at the
1038 College, unless an earlier time is agreed to by the Dean of Faculty or an extension has
1039 been granted. Pre-tenure sabbatical time is included in this count. Leave of absence
1040 may also be included in this count.
- 1041 2) The faculty member must have their evaluation file submitted to the Program
1042 Evaluation Committee chair by a time determined by the Dean of Faculty.
- 1043 c. Promotion to Professor
- 1044 1) As early as the twelfth semester following receipt of tenure and promotion to
1045 associate professor, a faculty member may make application to the program chair or
1046 coordinator to be promoted to professor. This time includes any time on sabbatical
1047 from the College. This time may include paid leaves of absence.
- 1048 4. The Evaluation Process
- 1049 a. Review of candidates for reappointment, tenure, and promotion is conducted by the
1050 following groups and individuals, in the specified order. The specific purpose of each
1051 group or individual is to evaluate the performance of the faculty member under review,
1052 and make recommendations on pre-tenure contract renewal, tenure, or promotion.
- 1053 b. The candidate is responsible for submitting the completed electronic file to the PEC chair
1054 and to the Office of the Dean of Faculty simultaneously no later than close of business on
1055 the indicated due date, or the following business day if the due date is a weekend or
1056 holiday.
- 1057 c. Should the file be found to have structural problems, mechanical or permissions issues, or
1058 inaccessible content, the Office of the Dean of Faculty may communicate with the
1059 candidate to pursue corrections. If the candidate is unavailable or unresponsive to this
1060 request after two business days, the file will progress through the evaluation chain noting
1061 that deficiency, with no change to the overall timeline.
- 1062 d. Should the file be found to have erroneous or unclear content, either evaluative
1063 committee may send the candidate a request for correction or clarification,
1064 simultaneously copying in the Dean of Faculty. The candidate will have one week to
1065 reply with a written response; both communications will be added to the file alongside
1066 the evaluating committee's letter.
- 1067 e. Program Evaluation Committee (PEC)
- 1068 1) Composition of the PEC
- 1069 a) For faculty with an appointment to an academic department, the PEC comprises
1070 tenured faculty in the department who are not serving in administrative positions
1071 outside the department. Tenured members of the department who are on
1072 sabbatical in semesters when a promotion case is scheduled for review may opt
1073 to sit on, review, and vote with the PEC if they wish, but such service shall be
1074 neither compulsory nor coerced.

- 1075 b) For faculty appointments within a cross-disciplinary program, the steering
1076 committee shall be responsible for forming a PEC, comprised by at least three
1077 tenured faculty affiliated with the program.
- 1078 c) For joint appointments to two or more academic programs, the PEC will consist
1079 of all faculty members in each program's respective PEC.
- 1080 d) The chair of the PEC shall be the chair or coordinator of the academic
1081 department or cross-disciplinary program. If the program chair or coordinator is
1082 not tenured or is standing for tenure or promotion, or in the case of joint
1083 appointments, the PEC will elect a chair from within its members.
- 1084 e) A PEC will contain no fewer than three members. If a program contains fewer
1085 than three tenured faculty members eligible to serve on the PEC, the person
1086 under review shall submit the names of tenured faculty members from other
1087 programs to serve on the PEC and the Dean of Faculty shall appoint from this
1088 list.
- 1089 2) Procedures for the PEC
- 1090 a) It is the responsibility of members of the PEC to participate in a thorough and
1091 balanced evaluation of their colleagues. All tenured members should acquire
1092 knowledge of the candidate's teaching, through discussions about teaching with
1093 the candidate, review and discussion of teaching materials, or classroom
1094 observations. The PEC chair will collaborate with the senior faculty and the
1095 candidate to arrange pedagogical discussions or review of course materials as
1096 well as classroom visitations by members of the PEC. The PEC chair may
1097 request to schedule at least one and no more than three classroom visitations total
1098 in the semester prior to a formal review (for pre-tenure, tenure, or promotion to
1099 professor). The PEC chair and the candidate will work together to find mutually
1100 acceptable times for the visits. Faculty should also acquaint themselves with the
1101 candidate's professional work and service to the College by reviewing the
1102 candidate's evaluation file.
- 1103 b) An evaluative meeting of the PEC will be convened to discuss the candidate's
1104 file. Voting procedures for the PEC will be as follows.
- 1105 i) Voting on motions will be by secret ballot.
- 1106 ii) Votes will be written, with two possible votes of either yea or nay. Any
1107 member of the PEC who is not prepared to vote yea or nay on the motion of a
1108 candidate for contract renewal or promotion should recuse themselves from
1109 the proceedings for that particular case giving at least two weeks' notice
1110 before the meeting. If a recusal will result in a number fewer than three
1111 remaining members on the PEC, the PEC will be reconstituted according to
1112 the terms specified above in the section pertaining to the Composition of the
1113 PEC. A motion to recommend renewal or promotion will pass if and only if
1114 a majority of the votes cast are in favor of the motion.
- 1115 iii) At all evaluation levels, a vote shall be taken on a motion to recommend the
1116 candidate for contract renewal, tenure and promotion, or promotion as
1117 appropriate.
- 1118 c) Following this evaluative meeting, the PEC chair will write a letter summarizing
1119 the results of the meeting. The letter must reflect both the majority and minority
1120 opinions of the tenured faculty, including the tally of all votes cast.
- 1121 d) The letter will be circulated to all members of the PEC for review and signature.

- 1122 e) The letter will be delivered to the faculty member and a copy to the Office of the
1123 Dean of Faculty.
- 1124 f) The faculty member under review will have one week after receiving the PEC
1125 chair's letter to submit a written response (if desired) to that letter prior to
1126 advancement of the faculty member's file to the College Evaluation Committee.
1127 This response will be attached to the recommendation of the PEC chair and will
1128 be added to the evaluation file by the PEC chair.
- 1129 g) The evaluation file will be delivered to the Office of the Dean of Faculty and the
1130 PEC chair's letter and any response to that letter will be placed in the faculty
1131 member's evaluation file.
- 1132 f. College Evaluation Committee (CEC)
- 1133 1) Composition of the CEC
- 1134 a) The CEC shall consist of seven tenured faculty members. No two faculty
1135 members serving on this committee may have appointments in the same
1136 academic program. Members of this committee serve three-year terms with two
1137 or three members elected annually at a spring semester faculty meeting.
- 1138 b) No chairs or coordinators or members of the administration may serve on this
1139 committee.
- 1140 c) A faculty member may serve on this committee for no more than two consecutive
1141 terms. In the event that a member leaves the CEC, the Faculty Senate will hold
1142 an election for a replacement to serve out the unexpired term.
- 1143 d) Persons under evaluation for professor must recuse themselves from the CEC
1144 before participating in any reviews for promotion to the rank of professor.
- 1145 2) Procedures for the CEC
- 1146 a) The CEC will review pre-tenure files in the fall semester, and files for those
1147 standing for tenure and/or promotion in the spring semester.
- 1148 b) The CEC shall strictly limit its discussions regarding a faculty member standing
1149 for promotion or tenure to materials included in the evaluation file.
1150 Unsubstantiated comments are not acceptable items for discussion. If a CEC
1151 member does communicate any information not present in the evaluation file and
1152 that may be prejudicial to the candidate's case for promotion, that person must
1153 submit this information in writing to the CEC and provide a copy to the faculty
1154 member under review. The faculty member will then be entitled to respond to
1155 this new document in writing to the CEC within one week.
- 1156 c) If any member of a PEC is also serving on the CEC, he or she may not be present
1157 for discussion or vote in the CEC's evaluation of the faculty member from their
1158 program.
- 1159 d) If there are any questions regarding the file the CEC may request, in writing,
1160 further clarification from the PEC. The clarifications from the PEC must be
1161 returned to the CEC in writing. The CEC will provide copies of any such written
1162 communications to the faculty member under review, as well as to the Dean of
1163 Faculty, who will be responsible for placing copies in the candidate's evaluation
1164 file.
- 1165 e) Voting procedures for the CEC will be as follows.
- 1166 i) At both the PEC and CEC levels, a vote shall be taken on a motion to
1167 recommend the candidate for contract renewal, tenure and promotion, or
1168 promotion to professor, as appropriate.

- 1169 ii) Voting on motions will be by secret ballot.
1170 iii) Votes will be written, with two possible votes of either yea or nay. A
1171 motion to recommend renewal or promotion will pass if and only if a
1172 majority of the votes cast are in favor of the motion.
1173 iv) Any member of the College Evaluation Committee can make a motion to
1174 reconsider a previous vote prior to the end of the deliberations and the
1175 communication of the decision to the Dean of Faculty.
1176 f) The final recommendation of the CEC together with reasons and vote will be
1177 communicated in writing to the Dean of Faculty, the faculty member under
1178 review, and the chair of the PEC.
1179 g) The faculty member under review will have one week after receiving the CEC's
1180 letter to submit a written response (if desired) to that letter prior to advancement
1181 of the faculty member's file to the Dean of Faculty. This response will be
1182 attached to the recommendation of the CEC and will become part of the faculty
1183 member's file.
1184 h) The CEC will keep a confidential record of its meetings. The record will include
1185 dates and times of its meetings, names of persons present, items discussed, action
1186 taken and the record of such decisions on tenure and promotion of faculty
1187 members. The chair will appoint a secretary at each meeting, and the minutes of
1188 the meeting will be available only to the members of the CEC. A copy of such
1189 minutes will be submitted to the Office of the Dean of Faculty.
1190 i) The CEC will elect its own chair.
1191 j) The CEC will establish or reaffirm procedures governing its own internal
1192 functioning, but it will not establish any evaluative guidelines beyond those
1193 specified in these bylaws. These procedures must be approved by the Faculty
1194 Senate.
1195 g. Dean of Faculty
1196 1) The Dean of Faculty will review the file, all prior recommendations, and all written
1197 responses by the faculty member. The Dean of Faculty's recommendation, together
1198 with reasons, will be communicated in writing to the President of the College, the
1199 faculty member under consideration, and the chairs of the PEC and CEC. The letter
1200 will become part of the evaluation file.
1201 2) The faculty member under review will have one week after receiving the Dean of
1202 Faculty's letter to submit a written response (if desired) to that letter prior to the
1203 advancement of the file to the President. This response will be attached to the
1204 recommendation of the Dean of Faculty and will become part of the faculty
1205 member's file.
1206 3) If the faculty member determines that there are grounds for appealing the Dean of
1207 Faculty's recommendation to the President, the faculty member may request a review
1208 of the case through the appeals process. If so, the faculty member must request the
1209 appeal in writing within one week from receipt of the Dean of Faculty's
1210 recommendation. The faculty member and the Dean of Faculty will then have two
1211 weeks to form a special Appeals Committee. The Appeals Committee shall consist
1212 of three tenured faculty members, with one member chosen by the faculty member
1213 filing the appeal, the second one chosen by the Dean of Faculty, and a third person
1214 acceptable to both parties. The Appeals Committee shall review the case and make a

- 1215 written recommendation on the merits of the appeal to the President and to the
1216 faculty member. That recommendation will become part of the evaluation file.
- 1217 4) Each year, the Dean of Faculty will establish deadlines for the various steps in the
1218 evaluation process.
- 1219 5) The Dean of Faculty is responsible for placing all letters from evaluative groups in
1220 the faculty member's evaluation file and is responsible for establishing procedures to
1221 ensure the security of the evaluation file.
- 1222 h. President
- 1223 1) The President shall review the file, all previous recommendations, and written
1224 responses by the faculty member. The President's recommendation, together with
1225 reasons, will then be communicated in writing to the Academic Affairs Committee of
1226 the Board of Trustees and to the faculty member. All other recommendations from
1227 the PEC, CEC, and Dean of Faculty, as well as all written responses will also be
1228 forwarded to the Academic Affairs Committee of the Board of Trustees.
- 1229 2) The faculty member under review will have one week after receiving the President's
1230 letter to submit a written response (if desired) to that letter prior to consideration of
1231 the case by the Academic Affairs Committee of the Board of Trustees.
- 1232 3) If there has not yet been an appeal and the faculty member determines that there are
1233 grounds for appealing the President's recommendation to the Board, the faculty
1234 member may request a review of the case through the appeals process. If so, the
1235 faculty member must request the appeal in writing within one week from receipt of
1236 the President's recommendation. The faculty member and the President or their
1237 designee will then have two weeks to form a special Appeals Committee. The
1238 Appeals Committee shall consist of three tenured faculty members, with one member
1239 chosen by the faculty member filing the appeal, the second one chosen by the
1240 President or their designee, and a third person acceptable to both parties. The Appeals
1241 Committee shall review the case and make a written recommendation on the merits
1242 of the appeal and that recommendation will become part of the evaluation file.
- 1243 i. Board of Trustees
- 1244 1) The Board of Trustees issues the final decision relating to reappointments,
1245 promotions, tenure, and dismissals.
- 1246 2) The Academic Affairs Committee of the Board of Trustees will review the
1247 recommendations of the President, along with the recommendations of the other
1248 evaluators and committees involved in the faculty evaluation process.
- 1249 3) The Academic Affairs Committee will present its recommendations to the full Board
1250 of Trustees for action. All recommendations and responses will be available to the
1251 Board.
- 1252 4) When the Board of Trustees has made its decision, the faculty member will be
1253 notified in writing of the decision of the Board.
- 1254 G. The Evaluation File
- 1255 1. Evaluation for pre-tenure contract renewal, tenure and promotion requires preparation of an
1256 evaluation file. A clear and concise evaluation file is preferable to one containing
1257 redundancies. The faculty member is responsible for assembly of this file and is the only
1258 individual who can place materials in the file except for evaluative letters (and responses, if
1259 any, to such letters) prepared by the PEC, CEC, Dean of Faculty, President and the Board of
1260 Trustees, and the transmittal memorandum for external letters where applicable (see 7.b.
1261 below). The Office of the Dean of Faculty is responsible for seeing that letters are placed in

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- the file at the appropriate times in the process. The evaluation file is distinct from the personnel file. Only those materials listed below may be included in an evaluation file and they must be presented in the order given.
- a. Tenure. The tenure file is intended to primarily describe the achievements of the faculty member from the time of hire in a tenurable position at St. Mary’s College of Maryland up to the time of the tenure evaluation. Thus, materials from the pre-tenure contract renewal file should be included in the tenure file as indicated below.
 - 1) In situations where the faculty member has had the case deferred, all materials from the initial tenure file will remain in the file. The deferral letter will clearly communicate which materials must be updated or added for the next year’s review.
 - b. Promotion to Professor. The promotion file is intended to reflect the accomplishments of the faculty member across their career. However, as the focus of the review is on the time since promotion to Associate rank, materials from previous reviews should not be included in the promotion file.
 - c. Faculty are eligible for performance-based merit award at most stages of formal evaluation (pre-tenure review, tenure review, up to two three-year post-tenure evaluations, promotion to professor, and five-year post-tenure evaluations). These awards are made in either flat (pre-tenure and three-year post-tenure reviews) or incremental amounts. Merit awards are recommended by the Dean of Faculty to the President of the College. All merit awards take effect at the start of the subsequent contract year.
 - d. The specific materials to be included in a faculty member’s file when evaluated for contract renewal, tenure, or promotion are noted in Table 1 and Section H below.
 - 1) “R” indicates that this item or category of materials is required in the file at that milestone.
 - 2) “O” indicates the item or category of materials is optional at that milestone but may be included in the file if applicable or desired.
 - 3) “--” indicates the item or category of items should not be included in the file at that milestone.

Table 1. Materials To Be Included in Faculty Members’ Evaluation Files for Pre-Tenure Contract Renewal, Tenure, and Promotion			
Item/Category of Materials	Pre-tenure Contract Renewal	Tenure and Promotion to Associate	Promotion to Professor
1. Recommendations from Evaluators	R	R	R
2. Current CV	R	R	R
3. Self-Report	R	R	R
4. CDSA Participation	O	O	O
5. Colleague Evaluations	O	O	O
6. Student Evaluations	O	O	O
7. External Letters	--	R	R
8a. Classroom Teaching Evaluations	R	R	R

8b. Narrative Teaching Evaluations	--	R	R
8c. Course Materials	R	R	R
8d. Advising Materials	R	R	R
9. Scholarly or Creative Materials	R	R	R
10a. Service Materials	R	R	R
10b. Service Letter	--	--	R
11. Complete Pre-Tenure Contract Renewal File	--	R	--

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H. Materials Included in the Evaluation File

1. Recommendations from Evaluators

a. Following an evaluation, letters by groups involved in the faculty evaluation process 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. Current CV

a. There will be no limit on the number of pages for the CV, but detailed descriptions of the faculty member’s courses and service may be more appropriately included in sections 8 (Materials Documenting Teaching) or 10 (Materials Documenting Service) below, or in the comprehensive self-report.

3. Comprehensive Self-Report

a. In this report the faculty member reflects on their teaching; scholarly, professional and/or creative activities; service to the College; and goals for the future. The report should go beyond the information presented in the CV and provide an introduction and context for the teaching materials (section 9), scholarly materials (section 10), and service materials (section 11). The suggested length for this self-report is 3000 words.

4. Cross-Disciplinary Study Area Participation

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

5. Colleague Evaluation Letters

a. The candidate may elect to include letters of evaluation prepared by colleagues who 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, or professionals in the field, and can focus on a person’s scholarship, teaching, service or other features of the faculty member’s professional performance. With the exception of a letter focusing on College service for the review leading to promotion to the rank of professor, these letters are not required. Any such letters are most likely to be helpful when they come from faculty members who are outside the candidate’s Program Evaluation Committee.

6. Student Evaluation Letters

a. The candidate may elect to include letters of evaluation from students with whom the candidate has interacted in any capacity, but the candidate may not ask students for such letters while they are currently taking a class or other credit-bearing experience with the candidate. These letters may include those from former students or advisees. These

1329 letters are not required for evaluation at any level and are most useful when they address
1330 the candidate's work with students outside the typical classroom experience.

1331 7. External Letters

1332 a. In the case of an individual standing for tenure or promotion to professor, two letters
1333 assessing the candidate's scholarship must be solicited from beyond the College
1334 community. The faculty member, in consultation with the department chair, will compile
1335 a list of at least four professional peers from outside the College. The Dean of Faculty
1336 will select two people from the list and will request each to evaluate the faculty member's
1337 scholarship.

1338 8. Materials Documenting Teaching

1339 a. Classroom Teaching Evaluations (College's approved student evaluations)

1340 1) Instructor reports of the College's approved student evaluations must be included in
1341 the evaluation file for all semesters for both pre-tenure renewal and tenure, and for
1342 the semesters since tenure for promotion to the rank of Professor. Student comments
1343 from approved student evaluations should not be included in these reports. Additional
1344 evaluations generated by the instructor for personal assessment purposes will not be
1345 considered and should not be included among materials documenting teaching
1346 effectiveness.

1347 b. Narrative Evaluations of Teaching by Students

1348 1) The purpose of the narrative evaluations is to obtain a comprehensive picture of the
1349 faculty member's teaching ability. In two out of the three semesters preceding the
1350 evaluation (for tenure or for promotion to professor only), students in each of the
1351 faculty member's classes will be asked to submit written statements in response to
1352 specific questions concerning the criteria for excellent teaching described in these
1353 bylaws. The faculty member may request these narrative evaluations from students in
1354 any two of the three semesters preceding their evaluation, but all classes must be
1355 evaluated in each of the two semesters selected. All narrative evaluation responses
1356 from each class must be included in the evaluation file. The person administering the
1357 narrative evaluations will be either the department chair or other tenured teaching
1358 colleague. The faculty administering narrative evaluations will inform students of
1359 the purpose of the evaluation and of the way in which the collected information will
1360 be used. Those narratives will remain sealed and kept by the department chair or
1361 designee until after grades are due for the semester. All narrative evaluation forms
1362 will be added to the evaluation file.

1363 c. Course Materials

1364 1) Because of the high value that St. Mary's places on teaching and the ability to
1365 understand a faculty member's approach to teaching through classroom materials, the
1366 candidate should select a representative number of documents such as syllabi and
1367 assignments to include in the file. This small portfolio should avoid repetition of
1368 documents that are very similar or the same, show how the candidate's pedagogical
1369 approaches have evolved over time, and give a sense of the breadth of classes taught
1370 (for example, where applicable, both upper- and lower-level courses, and
1371 experimental and cross-disciplinary study area courses).

1372 d. Advising Materials

1373 1) In the semester preceding the evaluation, the advisees of the faculty member will fill
1374 out a questionnaire concerning their advising experiences. The chair or coordinator of

1375 the program will administer the questionnaire and a summary of this information will
1376 be placed in the evaluation file.

- 1377 9. Materials Documenting Scholarly, Professional, and/or Creative Activities may include:
- 1378 a. scholarly publications;
 - 1379 b. papers presented at professional meetings;
 - 1380 c. articles on creative and intellectual topics in journals, magazines, or newspapers;
 - 1381 d. documentation of exhibitions, creations, performances, and presentations;
 - 1382 e. additional material such as announcements or reviews relevant to a person's literary,
1383 artistic, dramatic and musical creations, exhibitions, performances and presentations;
 - 1384 f. writings on educational issues; textbooks and other books of an intellectual character
1385 authored or edited by the person;
 - 1386 g. documentation concerning the development and organization of scholarly symposia,
1387 conferences, or other events that enhance the intellectual life at or outside the College and
1388 concerning addresses delivered at such events;
 - 1389 h. consulting or adjudicating reports of a professional nature and reviews of professional
1390 work;
 - 1391 i. external grant proposals; information concerning study or training that expands the
1392 competence of the faculty member into new areas;
 - 1393 j. information regarding other expressions of continuing professional involvement and
1394 growth;
 - 1395 k. documentation of recognition by peers at or outside the College of the faculty member's
1396 professional work; and
 - 1397 l. other information that the faculty member deems pertinent.

1398 10. Materials Documenting Service

- 1399 a. Service Materials
 - 1400 1) Any materials that the faculty member deems to be pertinent may be included,
1401 particularly those that support themes discussed in the self-report. These materials
1402 may include committee reports written entirely or in part by the candidate, awards for
1403 college service, unsolicited letters, brochures or other material evidence of service,
1404 etc.
- 1405 b. Service Letter
 - 1406 1) For promotion to professor only, each candidate's file must include one letter from a
1407 faculty or staff member, supervisor, professional colleague, or other collaborator
1408 (within or outside the College community) that documents the candidate's
1409 contribution to a particular service activity or set of activities. Generally, the
1410 candidate should choose the most significant and/or relevant service activity to be
1411 represented by this letter. Multiple letters are acceptable if there are multiple
1412 activities that the candidate feels should be highlighted; but an excessive number of
1413 letters should not be included.

1414 11. Complete Pre-Tenure Contract Renewal File

1415 12. Materials Not to be Included in the Evaluation File

- 1416 a. The evaluation file must not contain yearly self-reports, employment contracts, duplicates
1417 of documents (e.g., page proofs in addition to the published article), or raw data from
1418 supplemental self-designed classroom teaching evaluations (i.e., the actual response
1419 forms).

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- 1422 I. Three-Year and Five-Year Post-Tenure Review Evaluation Process
1423 1. The purpose of the post-tenure review is to ensure that tenured faculty members are growing
1424 as teacher-scholars and contributing to the welfare of the College community.
1425 2. The first three-year post-tenure review will take place in the fifth semester after tenure and
1426 promotion. In the sixth year after tenure, the faculty member may either repeat the three-year
1427 post-tenure review (due in fall semester) or may instead stand for promotion to professor in
1428 the spring. The faculty member will continue to undergo three-year post-tenure reviews until
1429 earning promotion to professor. Faculty members are still required to undergo post-tenure
1430 review every third fall semester as a means of documenting professional productivity and
1431 growth. Should a faculty member elect to be considered for promotion to professor at the
1432 time that the three-year review would take place, that evaluation will replace the three-year
1433 review. The faculty member will still be eligible for the three-year review merit award in
1434 addition to the promotion merit award.
1435 3. The first five-year review will take place in the 11th semester after promotion to professor and
1436 every five years thereafter.
- 1437 J. Post-Tenure Review Evaluation Process
1438 1. The faculty member under review will compile an evaluation file documenting
1439 accomplishments in the areas of teaching, scholarship, and service. The file must include a
1440 current CV, comprehensive self-report that describes teaching, advising, scholarship, and
1441 service accomplishments, College-approved student evaluations, course material, materials
1442 documenting scholarly, professional and/or creative activities, and materials documenting
1443 service to the College.
1444 2. The Dean of Faculty will evaluate the file and communicate in writing the decision regarding
1445 faculty performance and accompanying merit award (where applicable) to the faculty
1446 member. The letter will be shared with the faculty member and become part of the evaluation
1447 file..
1448 3. The Dean of Faculty will arrange a meeting with the faculty member to follow up on the post-
1449 tenure review, answer any questions regarding the letter, discuss plans to stand for promotion,
1450 or address performance concerns.
1451 4. The faculty member under review will have one week after receiving the Dean of Faculty's
1452 letter to submit a written response (if desired) to that letter to the President. This response will
1453 be attached to the decision of the Dean of Faculty and will become part of the faculty
1454 member's file.
1455 5. If the faculty member determines that there are grounds for appealing the recommendation of
1456 the Dean of Faculty regarding merit evaluation, the faculty member may request a review of
1457 the case through the appeals process. If so, the faculty member must request the appeal in
1458 writing within one week from receipt of the Dean of Faculty's recommendation. The faculty
1459 member and the Dean of Faculty will then have two weeks to form a special Appeals
1460 Committee. The Appeals Committee shall consist of three tenured faculty members, with one
1461 member chosen by the faculty member filing the appeal, the second one chosen by the Dean
1462 of Faculty, and a third person acceptable to both parties. The Appeals Committee shall review
1463 the case and make a written recommendation on the merits of the appeal to the President and
1464 to the faculty member. That recommendation will become part of the evaluation file.
1465 6. The President shall review the file, the decision of the Dean of Faculty and the faculty
1466 member's letter of response to the Dean of Faculty. The President will make the final
1467 decision regarding the evaluation and communicate this decision in writing to the faculty
1468 member.

- 1469 K. Policy and Procedures on Appointment, Promotion, and Tenure of Library Faculty
1470 1. Introduction
1471 a. Librarians at St. Mary’s College of Maryland (SMCM) hold faculty status and as such are
1472 colleagues with the academic teaching faculty in pursuit of the mission of the College.
1473 SMCM librarians use professional, scholarly, and disciplinary knowledge in a variety of
1474 ways: selecting, acquiring, and organizing scholarly information; teaching in both formal
1475 and informal settings; and providing management of staff and resources in order to
1476 facilitate access to scholarly information and library services for all members of the
1477 campus community.
1478 b. The SMCM librarians must remain professionally informed, contribute to the
1479 development of ideas and knowledge in their fields of expertise, participate in
1480 opportunities to share and discuss that knowledge, and seek opportunities for service in
1481 the Library, on campus, with our state consortium, and nationally.
1482 c. The policies and procedures outlined below describe the process whereby librarians
1483 obtain their rank at appointment, are promoted, earn tenure or emeritus status, and receive
1484 professional leave at the College. This document applies to all librarians holding the
1485 ranks of Instructor, Assistant Librarian, Associate Librarian, or Librarian. Contractual
1486 librarians are not eligible for tenure but may receive a rank.
1487 2. Types of Appointments
1488 a. Temporary appointments of individuals include the following titles: visiting, term, and
1489 adjunct. The rank of temporary librarians will be determined using the same criteria for
1490 appointing tenure or tenure-track librarians to a rank, with the exception of criteria for
1491 service to the College.
1492 b. Tenure-track. A person appointed to a tenure-track position receives probationary
1493 employment that may lead to tenure, subject to the procedures, guidelines, and standards
1494 described in this document.
1495 c. Tenured. Persons who have been granted tenure may expect continuous employment at
1496 St. Mary’s College of Maryland subject to the conditions outlined in the Faculty Bylaws.
1497 d. Emeritus and Emerita Rank. The rank of Librarian Emeritus or Librarian Emerita is a
1498 distinct honor that may be conferred only upon those librarians who retire from the
1499 College, after having distinguished themselves through sustained high quality of
1500 librarianship and service to students, service to the College, and scholarly, professional
1501 and/or creative achievement. The rank exists to recognize outstanding accomplishment
1502 and loyalty to the College and to provide the opportunity for continuing institutional
1503 affiliation after formal retirement.
1504 e. Further details on appointment procedures can be found in Section II.D.4.c., Appointment
1505 Types.
1506 3. Minimum Criteria for Appointing Librarians to a Rank
1507 a. Each full-time librarian at SMCM holds a functional position title based on their primary
1508 work assignment. In addition, each librarian holds a faculty rank commensurate with
1509 their level of professional experience and achievement. Expectations regarding
1510 librarianship, service, and professional achievement will vary from rank to rank. The
1511 higher the rank, the higher the level of expected proficiency. Meeting the following
1512 criteria for rank appointment is a necessary but not always a sufficient basis for
1513 appointment. When it is in the best interest of the College, any of the standards listed
1514 below may be waived to permit the appointment of individuals of distinguished
1515 achievement.

- 1516 b. Instructor
1517 1) Substantial progress towards a master's degree from an American Library
1518 Association accredited program or other appropriate terminal degree is usually
1519 required.
1520 2) Previous library experience is desirable.
1521 3) Strong evidence of potential for growth as a librarian.
1522 c. Assistant Librarian
1523 1) A master's degree from an American Library Association accredited program or
1524 other appropriate terminal degree is usually required.
1525 2) Previous library experience.
1526 3) Strong evidence of marked potential for growth as a librarian.
1527 d. Associate Librarian
1528 1) A master's degree from an American Library Association accredited program or
1529 other appropriate terminal degree.
1530 2) Completion of five years of successful librarianship at the college level as an
1531 Assistant Librarian or comparable rank.
1532 3) Excellence as a librarian.
1533 4) Professional achievement of high quality.
1534 5) Significant service to the College.
1535 e. Librarian
1536 1) A master's degree from an American Library Association accredited program or
1537 other appropriate terminal degree.
1538 2) Completion of at least five years at the rank of Associate Librarian.
1539 3) Demonstration of continued excellence as a librarian.
1540 4) Professional achievement of high quality, recognized by professional peers beyond
1541 the campus.
1542 5) Superior service to the College community, preferably in leadership roles.
1543 f. Further information about appointments may be found in Section IV.C, Conditions for
1544 Tenure-Track and Tenured Appointments.
1545 4. Standards for Evaluating Librarians for Pre-tenure Contract Renewal, Tenure, Promotion and
1546 Post-tenure Review
1547 a. The three basic criteria applied to librarian evaluation are excellence in librarianship;
1548 service to the College and the wider community; and scholarly, professional, and/or
1549 creative achievement. Librarianship of high quality in the area of assigned responsibility
1550 is of greatest importance and cannot be replaced by high achievement in other areas.
1551 b. The following definitions and guidelines are used in the evaluation of librarians.
1552 1) Excellence in Librarianship
1553 a) Librarianship at SMCM includes developing, providing access to, managing, or
1554 preserving the library's collections and instructing students, faculty, and others in
1555 the use of scholarly information resources and services. Librarians must
1556 demonstrate superior performance in their area(s) of assigned responsibility and
1557 must participate in the collaborative endeavors of librarianship. While librarians
1558 may carry out many different functions and roles, these are some common
1559 elements that characterize excellent librarians working at a teaching-focused
1560 primarily undergraduate institution.
1561 b) Excellent librarians should:

- 1562 i) Show respect for all students and concern for their intellectual
1563 development.
- 1564 ii) Have broad and deep knowledge of librarianship and how it relates to other
1565 disciplines.
- 1566 iii) Demonstrate a commitment to librarianship through an ongoing
1567 professional development process that includes flexibility,
1568 experimentation, and critical self-reflection.
- 1569 iv) Have the ability to communicate effectively and encourage students to
1570 actively engage with diverse ideas both in and out of the classroom.
- 1571 v) Encourage students to think critically about and clearly express their ideas
1572 throughout their intellectual life.
- 1573 vi) Take an active and effective role in advising. Advising should include
1574 knowledge of relevant college policies and procedures, timely and accurate
1575 responses to advisee queries, informed guidance in course selection,
1576 knowledge of student interests and goals, and active discussion of post-
1577 graduation academic and career decisions.
- 1578 c) Demonstrated excellence in librarianship may include, but is not limited to, the
1579 following:
- 1580 i) Acquiring additional graduate degrees bearing on the area of core
1581 responsibility.
- 1582 ii) Analyzing, cataloging, classifying, describing, or indexing library
1583 materials.
- 1584 iii) Continuing professional development.
- 1585 iv) Designing or developing new information resources.
- 1586 v) Developing instructional materials in print or electronic formats.
- 1587 vi) Instructing in the use of library materials and in support of information
1588 literacy goals and outcomes in collaboration with faculty in classes.
- 1589 vii) Providing reference and research services to teach patrons how to find
1590 credible and appropriate information.
- 1591 viii) Leading through administrative or project responsibilities.
- 1592 ix) Mentoring students and colleagues.
- 1593 x) Organizing and retrieving information.
- 1594 xi) Participating on committees or task forces within the library.
- 1595 xii) Selecting, evaluating, acquiring, or preserving library and archival
1596 materials.
- 1597 xiii) Participating in University System of Maryland and Affiliated Institutions
1598 (USMAI) consortial committees, groups, task forces, etc. essential to the
1599 successful operational functions of the consortium.
- 1600 2) Service to the College and the Wider Community
- 1601 a) As part of their service to the College, librarians are expected
- 1602 i) to attend general faculty meetings as well as program meetings
- 1603 ii) to serve on standing committees or ad hoc committees of the College
1604 and/or the Faculty Senate
- 1605 iii) to participate in institutional self-study and evaluation programs
- 1606 iv) to attend faculty workshops and conferences, College convocations and
1607 commencement exercises
- 1608 v) to nominate candidates for degrees, honors and prizes

- 1609 vi) to help formulate courses and programs.
- 1610 b) Librarians are expected to conduct themselves professionally and to accept their
- 1611 fair share of the Library's and College's administrative workload. Librarians
- 1612 should contribute to the wellbeing of the College and its students and personnel
- 1613 by participating in activities and programs that improve the functioning of the
- 1614 institution and enhance life at the College.
- 1615 c) Additional service activities may include, but are not limited to, the following:
- 1616 i) Preparing displays, newsletters, or publications for the College.
- 1617 ii) Participating in recruitment of faculty and staff.
- 1618 iii) Organizing, or active participation in, programs that enhance the cultural or
- 1619 intellectual life of the College or in the wider community.
- 1620 iv) Organizing, or active participation in, social, charitable, or educational
- 1621 programs at the College or in the wider community.
- 1622 v) Contributing to alumni relations, student recruitment, and college
- 1623 advancement.
- 1624 vi) Contributing to extra-curricular programs or activities that enhance student
- 1625 development.
- 1626 vii) Contributing to international programs and study abroad.
- 1627 viii) Serving on library committees outside usual area of responsibility.
- 1628 ix) Serving on voluntary USMAI consortial communities or on state, regional,
- 1629 or national committees of professional organizations.
- 1630 3) Scholarly, Professional, and/or Creative Achievement
- 1631 a) Scholarly, professional, and/or creative activities beyond the SMCM Library
- 1632 enhance the intellectual development of the librarian. These achievements are
- 1633 evidence of the ways in which librarians contribute to the development of the
- 1634 theory and/or practice of the profession.
- 1635 b) Contributions in this area may include, but are not limited to, the following:
- 1636 i) Acceptance of articles by recognized professional, peer-reviewed journals.
- 1637 ii) Acceptance of articles by respected national journals, magazines, or
- 1638 newspapers.
- 1639 iii) Publication of books or book chapters of an intellectual nature by reputable
- 1640 publishers.
- 1641 iv) Publication of digital projects and/or collections, software, web pages,
- 1642 and/or manuals.
- 1643 v) Service on editorial boards.
- 1644 vi) Publication of reviews.
- 1645 vii) Contributions to exhibitions, films, videos.
- 1646 viii) Awarding of grants, fellowships, prizes, or other awards.
- 1647 ix) Design of original plans.
- 1648 x) Presentation of papers, programs, or posters at scholarly or professional
- 1649 meetings.
- 1650 5. Expected Achievements of Librarians at Various Evaluations
- 1651 a. Pre-tenure Contract Renewal
- 1652 1) At the time of this evaluation, the candidate should have made significant progress
- 1653 towards achieving excellence in librarianship. It is also expected that the candidate
- 1654 will have begun to implement a program of service to the College and scholarly,
- 1655 professional and/or creative activities. Although the candidate will be evaluated in

1656 all three areas, primary importance will be given to the person's librarianship.
1657 Persons who are not professionally competent or who fail to demonstrate continued
1658 significant progress towards excellence in librarianship, service, or
1659 scholarly/professional/creative activity should not be reappointed. Librarians who
1660 have not completed the work for the appropriate terminal degree generally will not be
1661 reappointed.

1662 b. Tenure and Promotion to Associate Librarian

1663 1) In this evaluation, the candidate's librarianship, service, and scholarly, professional,
1664 and/or creative achievements will be assessed. For the granting of tenure and
1665 promotion to Associate Librarian, the candidate must be an excellent librarian.
1666 Scholarly, professional, and creative accomplishments must be of high quality and
1667 recognized by professional peers beyond the campus. Service to the College must be
1668 of high quality. All achievements must be consistent with the expectations by the
1669 College spelled out in the pre-tenure evaluations.

1670 c. Promotion to Librarian

1671 1) Librarians with tenure are expected to continue to develop as librarians, colleagues,
1672 and scholars throughout their careers. For promotion to Librarian, the candidate must
1673 continue to be an excellent librarian, and demonstrate continuing high quality
1674 professional activity recognized outside the College. Service to the College should
1675 be of superior quality and include leadership roles. The librarian's progress should
1676 be consistent with the expectations by the College spelled out in earlier evaluations.

1677 6. The Evaluation Process for Pre-tenure Contract Renewal, Tenure, and Promotion of
1678 Librarians

1679 a. The librarian evaluation process is established for the evaluation of all full-time librarians
1680 for the purposes of pre-tenure contract renewal, the awarding of tenure, and promotion to
1681 higher rank. The formal evaluation for pre-tenure and tenured librarians is focused on an
1682 evaluation file consisting of required materials specific to the stage of evaluation and
1683 prepared by the librarian under evaluation. Once submitted, the evaluation file is the
1684 common document reviewed and evaluated in sequence by the evaluative chain, with the
1685 exception of instructors, whose files are evaluated only by the chair and the Dean of
1686 Faculty. The chain of evaluation is as follows: the Library Evaluation Committee makes
1687 a recommendation to the College Evaluation Committee who makes a recommendation
1688 to the Dean of Faculty who in turn makes a recommendation to the President. The
1689 President recommends an action to the Academic Affairs Committee of the Board of
1690 Trustees and the Board of Trustees makes the final decision.

1691 b. Confidentiality of the Process and Conduct of Participants in the Process

- 1692 1) Committees and individuals involved in the evaluation process have the right and the
1693 responsibility to conduct their deliberations without outside interference.
1694 2) Participants in the evaluation process must observe strict confidentiality at each step.
1695 Discussions about a candidate may only involve those with direct knowledge of the
1696 content of the librarian's file.
1697 3) Librarians shall be notified of all decisions that concern them and will be informed of
1698 the reasons for each decision.
1699 4) Upon written request by a librarian or an officer or committee involved in the
1700 evaluation process, the Faculty Senate shall investigate any allegations of violations
1701 of procedures.

1702 c. Timetable of the Evaluation Process

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- 1) Pre-tenure Contract Renewal
 - a) The following timetable applies to persons who are appointed to tenure-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.
 - b) The pre-tenure evaluation will be conducted during the fifth semester of the librarian’s employment at the College.
 - c) The librarian must have their evaluation file submitted to the library director by August 15th prior to the start of their fifth semester.
 - d) Following the formal pre-tenure evaluation in the third year, the library director will discuss with the librarian the expectations for tenure as outlined in the program letter.
 - 2) Tenure and Promotion to Associate Librarian
 - a) The evaluation for granting of tenure and simultaneous promotion to associate librarian will typically occur in the librarian’s twelfth semester at the College, unless an earlier time is agreed to by the Dean of Faculty or an extension has been granted. Pre-tenure sabbatical time is included in this count. Leave of absence may also be included in this count.
 - b) The librarian must have their evaluation file submitted to the library director by a time determined by the Dean of Faculty.
 - 3) Promotion to Librarian
 - a) As early as the twelfth semester following tenure and 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.
 - d. The Evaluation Process
 - 1) Review of candidates for reappointment, tenure, and promotion is conducted by the following groups and individuals, in the specified order. The specific purpose of each group or individual is to evaluate the performance of the faculty member under review, and make recommendations on pre-tenure contract renewal, tenure, or promotion.
 - 2) The candidate is responsible for submitting the completed electronic file to the LEC Chair and to the Office of the Dean of Faculty simultaneously no later than close of business on the indicated due date, or the following business day if the due date is a weekend or holiday.
 - 3) Should the file be found to have structural problems, mechanical or permissions issues, or inaccessible content, the Office of the Dean of Faculty may communicate with the candidate to pursue corrections. If the candidate is unavailable or unresponsive to this request after one week, the file will progress through the evaluation chain noting that deficiency.
 - 4) Should the file be found to have erroneous or unclear content, either evaluative committee may send the candidate a request for correction or clarification, simultaneously copying in the Dean of Faculty. The candidate will have one week to reply with a written response; both communications will be added to the file alongside the evaluating committee’s letter.
 - 5) Library Evaluation Committee (LEC)
 - a) Composition of the LEC

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- i) The Library Evaluation Committee (LEC) comprises librarians with tenure who are not serving in administrative positions outside of the Library. Tenured members of the Library who are on sabbatical in semesters when a promotion case is scheduled for review may opt to sit in on, review, and vote with the LEC if they wish, but such service shall be neither compulsory nor coerced.
 - ii) The chair of the LEC shall be the Library Director. If the Library Director is not tenured or is standing for tenure or promotion, the LEC will elect a chair from within its members.
 - iii) A LEC will contain no fewer than three members. If there are no more than two librarians with tenure, 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) Procedures for the LEC
- i) It is the responsibility of the LEC to participate in a thorough and balanced evaluation of their colleagues. All LEC members 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 LEC Chair will collaborate with the senior faculty and the candidate to arrange pedagogical discussions or review of materials. The LEC Chair may request, in the semester prior to a formal review (for pre-tenure contract renewal, tenure, or promotion), to schedule one to three (total) observational visits by the library director or other senior faculty. The LEC Chair and the candidate will work together to find mutually acceptable times for the visits. LEC members should also acquaint themselves with the candidate's professional work and service to the College by reviewing the candidate's evaluation file.
 - ii) An evaluative meeting of the LEC will be convened to discuss the candidate's file. Voting procedures for the LEC will be as follows.
 - (a) Voting on motions will be by secret ballot.
 - (b) Votes will be written, with two possible votes of either yea or nay. Any member of the LEC who is not prepared to vote yea or nay on the motion of a candidate for contract renewal or promotion should recuse themselves from the proceedings for that particular case. If a recusal will result in a number fewer than three remaining members on the LEC, the LEC will be reconstituted according to the terms specified above in the section pertaining to the Composition of the LEC. A motion to recommend renewal or promotion will pass if and only if a majority of the votes are cast in favor of the motion.
 - (c) At all evaluation levels, a vote shall be taken on a motion to recommend the candidate for contract renewal, tenure and promotion, or promotion as appropriate.
 - iii) Following this evaluative meeting, the LEC chair will write a letter summarizing the results of the meeting. The letter must reflect both the majority and minority opinions of the tenured librarians, including all votes cast.

- 1796 iv) The letter will be circulated to all tenured members of the LEC not on
 1797 sabbatical for review and signature.
- 1798 v) The letter will be delivered to the librarian and a copy sent to the Office of
 1799 the Dean of Faculty.
- 1800 vi) The librarian under review will have one week after receiving the LEC
 1801 chair's letter to submit a written response (if desired) to that letter prior to
 1802 advancement of the faculty member's file to the College Evaluation
 1803 Committee. This response will be delivered to both the LEC chair and the
 1804 Dean of Faculty.
- 1805 vii) The evaluation file will be delivered to the Office of the Dean of Faculty and
 1806 the LEC chair's letter and any response to that letter will be placed in the
 1807 librarian's evaluation file.
- 1808 6) College Evaluation Committee (CEC)
- 1809 a) The CEC will evaluate the librarian according to the standards set forth for
 1810 librarians in these Bylaws (Section VK4).
- 1811 b) The CEC shall follow the same procedures in evaluating librarians as those set
 1812 forth for teaching faculty in these Bylaws (Section VF4f2).
- 1813 7) Dean of Faculty
- 1814 a) The Dean of Faculty will evaluate the librarian according to the standards set
 1815 forth for librarians in these Bylaws (Section VK4).
- 1816 b) The Dean of Faculty shall follow the same procedures in evaluating librarians as
 1817 those set forth for teaching faculty in these Bylaws (Section VF4g).
- 1818 8) Appeals Committee
- 1819 a) Appeals may be made as set forth in these Bylaws in Section VF4g3
- 1820 9) President
- 1821 a) The President will evaluate the librarian according to the standards set forth for
 1822 librarians in these Bylaws (Section VL4).
- 1823 b) The President shall follow the same procedures in evaluating librarians as those
 1824 set forth for teaching faculty in these Bylaws (Section VF4h).
- 1825 c) Appeals may be made as set forth in these Bylaws in Section VF4h3.
- 1826 10) Board of Trustees
- 1827 a) The Board of Trustees issues the final decision relating to reappointments,
 1828 promotions, tenure, and dismissals.
- 1829 b) The Academic Affairs Committee of the Board of Trustees will review the
 1830 recommendations of the President, along with the recommendations of the other
 1831 evaluators and committees involved in the librarian evaluation process.
- 1832 c) The Academic Affairs Committee will present its recommendations to the full
 1833 Board of Trustees for action. All recommendations and responses will be
 1834 available to the board.
- 1835 d) When the Board of Trustees has made its decision, the librarian will be notified
 1836 in writing of the decision of the board.
- 1837 7. Materials Included in the Evaluation File
- 1838 a. Evaluation for pre-tenure contract renewal, tenure, and promotion require preparation of
 1839 an evaluation file. A clear and concise evaluation file is preferable to one containing
 1840 redundancies. The librarian is responsible for assembly of this file and is the only
 1841 individual who can place materials in the file except for evaluative letters (and responses,
 1842 if any, to such letters) prepared by the library director, Library Evaluation Committee,

1843 College Evaluation Committee, Dean of Faculty, President, the Board of Trustees, and
 1844 the transmittal memorandum for external letters where applicable. The Office of the
 1845 Dean of Faculty is responsible for seeing that letters are placed in the file at the
 1846 appropriate times in the process. The evaluation file is distinct from the personnel file.
 1847 Only those materials listed below may be included in a file, and they must be presented in
 1848 the order given.

1849 1) Tenure. The tenure file is intended to primarily describe the achievements of the
 1850 librarian from the time of hire in a tenurable position at St. Mary’s College of
 1851 Maryland up to the time of the tenure evaluation. Thus, materials from the pre-tenure
 1852 contract renewal file should be included in the tenure file as indicated below.

1853 a) In situations where the faculty member has had the case deferred, all materials
 1854 from the initial tenure file will remain in the file. The deferral letter will clearly
 1855 communicate which materials must be updated or added for the next year’s
 1856 review.

1857 2) Promotion to Librarian. The promotion file is intended to reflect the
 1858 accomplishments of the faculty member across their career. However, as the focus of
 1859 the review is on the time since promotion to Associate rank, materials from previous
 1860 reviews should not be included in the promotion file.

1861 b. The specific materials to be included in a librarian’s file when evaluated for contract
 1862 renewal, tenure, or promotion are noted in Table 2.

1863 “R” indicates that this item or category of materials is required in the file at that
 1864 milestone.

1865 “O” indicates the item or category of materials is optional at that milestone but may be
 1866 included in the file if applicable or desired.

1867 “--” indicates the item or category of items should not be included in the file at that
 1868 milestone.

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Table 2. Materials To Be Included in Librarians’ Evaluation Files for Pre-Tenure Contract Renewal, Tenure, and Promotion			
Item/Category of Materials	Pre-tenure Contract Renewal	Tenure and Promotion to Associate	Promotion to Librarian
1. Recommendations from Evaluators	R	R	R
2. Current CV	R	R	R
3. Self-Report	R	R	R
4. Academic Program Participation	O	O	O
5. Colleague Evaluations	O	O	O
6. Student Evaluations	O	O	O
7. External Letters	--	R	R
8a. Materials Documenting Librarianship	R	R	R
8b. Advising Materials	R	R	R
9. Scholarly, Professional, or Creative Materials	R	R	R

10a. Service Materials	--	--	R
10b. Service Letter	--	--	R
11. Complete Pre-Tenure Contract Renewal File	--	R	--

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- 1) 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.
 - 2) Current CV
 - a) 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 Section 8 (Materials Documenting Librarianship) or Section 10 (Materials Documenting Service) below, or in the comprehensive self-report.
 - 3) Comprehensive Self-report
 - a) In this report the librarian reflects on their librarianship; mentoring process; service to the College and the wider community; scholarly, professional and/or creative activities; and goals for the future. The suggested length for this self-report is 3000 words.
 - 4) Academic Program Participation
 - a) Librarians who have significant participation in an academic program may elect to have a letter of evaluation from the program chair or coordinator or from another participant of the relevant area(s) included in the pre-tenure review, tenure, promotion, and/or post-tenure review evaluation file.
 - 5) Colleague Evaluation Letters
 - a) The candidate may elect to include letters of evaluation prepared by colleagues who 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. With the exception of a letter focusing on college service for the review leading to promotion to the rank of professor, these letters are not required. Any such letters are mostly likely to be helpful when they come from faculty members who are outside the candidate’s LEC.
 - 6) Student Evaluation Letters
 - a) The candidate may elect to include letters of evaluation from students with whom the candidate has interacted in any capacity, but the candidate may not ask students for such letters while they are currently taking a class or other credit-bearing experience with the candidate, or are directly supervised by the candidate in a paid employment capacity. These letters may include those from former students or advisees. These letters are not required for evaluation at any level and are most useful when they address the candidate’s work with students outside the typical classroom experience.
 - 7) External Letters
 - a) In the case of an individual standing for tenure or promotion to librarian, two letters assessing the candidate’s scholarship must be solicited from beyond the College community. The candidate, in consultation with the LEC chair, will compile a list of at least four professional peers from outside the College. The

- 1914 Dean of Faculty will select two people from the list and will request each to
 1915 evaluate the faculty member's scholarship.
- 1916 8) Materials Documenting Librarianship
- 1917 a) These materials should address the librarian's core area(s) of responsibility, and
 1918 may include subject guides, special projects or statistical reports, instructional
 1919 materials, loader specifications, web project screen shots, finding aides, etc.
- 1920 b) Advising Materials
- 1921 i) In the semester preceding the evaluation, the advisees of the librarian will fill
 1922 out a questionnaire concerning their advising experiences. The library
 1923 director will administer the questionnaire and a summary of this information
 1924 will be placed in the evaluation file.
- 1925 9) Materials Documenting Scholarly, Professional, and/or Creative Activities may
 1926 include:
- 1927 a) scholarly publications;
- 1928 b) papers presented at professional meetings;
- 1929 c) articles on creative and intellectual topics in journals, magazines, or newspapers;
- 1930 d) documentation of exhibitions, creations, performances, and presentations;
- 1931 e) additional material such as announcements or reviews relevant to a person's
 1932 literary, artistic, dramatic and musical creations, exhibitions, performances and
 1933 presentations;
- 1934 f) writings on educational issues; textbooks and other books of an intellectual
 1935 character authored or edited by the person;
- 1936 g) documentation concerning the development and organization of scholarly
 1937 symposia, conferences, or other events that enhance the intellectual life at or
 1938 outside the College and concerning addresses delivered at such events;
- 1939 h) consulting or adjudicating reports of a professional nature and reviews of
 1940 professional work;
- 1941 i) external grant proposals; information concerning study or training that expands
 1942 the competence of the faculty member into new areas;
- 1943 j) information regarding other expressions of continuing professional involvement
 1944 and growth;
- 1945 k) documentation of recognition by peers at or outside the College of the faculty
 1946 member's professional work; and
- 1947 l) other information that the faculty member deems pertinent.
- 1948 10) Materials Documenting Service to the College and the Wider Community
- 1949 a) Service Materials
- 1950 i) Any materials that the librarian deems to be pertinent may be included,
 1951 particularly those that support themes discussed in the self-report. These
 1952 materials may include committee reports written all or in part by the
 1953 candidate, awards for college service, unsolicited letters, brochures, or other
 1954 material evidence of service, etc.
- 1955 b) Service Letter
- 1956 i) For promotion to Librarian only, each candidate's file must include one letter
 1957 from a faculty or staff member, supervisor, professional colleague, or other
 1958 collaborator (within or outside the College community) that documents the
 1959 candidate's contribution to a particular service activity or set of activities.
 1960 Generally, the candidate should choose the most significant and/or relevant

1961 service activity to be represented by this letter. Multiple letters are
1962 acceptable if there are multiple activities that the candidate feels should be
1963 highlighted; but an excessive number of letters should not be included.

1964 11) Complete Pre-Tenure Contract Renewal File

1965 12) Materials Not to be Included in the Evaluation File

- 1966 a) The evaluation file may not contain yearly self-reports, the library director's
1967 annual letters regarding self-reports, employment contracts, duplicates of
1968 documents (e.g. page proofs in addition to the published article), or raw data
1969 from supplemental self-designed evaluations (i.e., the actual response forms).

1970 8. Three-Year and Five-Year Post-Tenure Review Evaluation Process for Library Faculty

- 1971 a. The purpose of the post-tenure review is to ensure that library faculty with tenure are
1972 growing as librarians and contributing to the welfare of the College community.
1973 b. The first three-year post-tenure review will take place in the fifth semester after tenure
1974 and promotion. In the sixth year after tenure, the library faculty member may either
1975 repeat the three-year post-tenure review (due in fall semester) or may instead stand for
1976 promotion to Librarian in the spring. The library faculty member will continue to undergo
1977 three-year post-tenure reviews until earning promotion to Librarian. Library faculty
1978 members are still required to undergo post-tenure review every third fall semester as a
1979 means of documenting professional productivity and growth. Should a library faculty
1980 member elect to be considered for promotion to Librarian at the time that the three-year
1981 review would take place, that evaluation will replace the three-year review. The library
1982 faculty member will still be eligible for the three-year review merit award in addition to
1983 the promotion merit award.
1984 c. The first five-year review will take place in the 11th semester after promotion to
1985 Librarian and every five years thereafter.

1986 9. Post-Tenure Review Evaluation Process

- 1987 a. The library faculty member under review will compile an evaluation file documenting
1988 accomplishments in the areas of librarianship, service, and scholarly, professional and/or
1989 creative activities. The file must include a current CV, comprehensive self-report,
1990 materials documenting librarianship, materials documenting service to the College and
1991 wider community, and materials documenting scholarly, professional and/or creative
1992 activities.
1993 b. The Dean of Faculty will evaluate the file and communicate in writing the decision
1994 regarding performance and accompanying merit award (where applicable) to the
1995 librarian. The letter will be shared with the library faculty member and become part of the
1996 evaluation file.
1997 c. The Dean of Faculty will arrange a meeting with the library faculty member to follow up
1998 on the post-tenure review, answer any questions regarding the letter, discuss plans to
1999 stand for promotion, or address performance concerns.
2000 d. The library faculty member under review will have one week after receiving the Dean of
2001 Faculty's letter to submit a written response (if desired) to that letter to the President.
2002 This response will be attached to the decision of the Dean of Faculty and will become
2003 part of the library faculty member's file.
2004 e. If the library faculty member determines that there are grounds for appealing the
2005 recommendation of the Dean of Faculty regarding merit evaluation, the library faculty
2006 member may request a review of the case through the appeals process. If so, the library
2007 faculty member must request the appeal in writing within one week from receipt of the

- 2008 Dean of Faculty’s recommendation. The library faculty member and the Dean of Faculty
 2009 will then have two weeks to form a special Appeals Committee. The Appeals Committee
 2010 shall consist of three tenured faculty members, with one member chosen by the library
 2011 faculty member filing the appeal, the second one chosen by the Dean of Faculty, and a
 2012 third person acceptable to both parties. The Appeals Committee shall review the case and
 2013 make a written recommendation on the merits of the appeal to the President and to the
 2014 library faculty member. That recommendation will become part of the evaluation file.
- 2015 f. The President shall review the file, the decision of the Dean of Faculty, and the library
 2016 faculty member’s letter of response to the Dean of Faculty. The President will make the
 2017 final decision regarding the appeal of the library faculty member regarding the evaluation
 2018 and communicate this decision in writing to the library faculty member.
 - 2019 g. Should a library faculty member elect to be considered for promotion to Librarian at the
 2020 time that the five-year review would take place, that evaluation will replace the five-year
 2021 review; however, the library faculty member will still be eligible for the five-year review
 2022 merit award in addition to the promotion merit award.
- 2023 L. Dismissal of a Faculty Member for Adequate Cause
- 2024 1. General
 - 2025 a. The Board of Trustees may dismiss a faculty member with tenure or before the end of
 2026 any contractual appointment only for one or more of the following causes:
 2027 incompetence, professional or scholarly misconduct , serious neglect of duty, or
 2028 conviction or admission of a serious crime involving moral turpitude that would evoke
 2029 condemnation by the academic community (as described in the 1940 Statement of
 2030 Principles on Academic Freedom and Tenure *American Association of University
 2031 Professors, 1940 [1970]).
 - 2032 b. In a case where immediate harm to the faculty member or to others is threatened by
 2033 continuance in the position, the person may be suspended at the discretion of the
 2034 President for the duration of the dismissal procedure while continuing to receive normal
 2035 salary.
 - 2036 2. Procedures for Dismissal for Adequate Cause
 - 2037 a. To dismiss a faculty member, the procedures described below apply. All steps are to be
 2038 taken as expeditiously as possible.
 - 2039 b. Preliminary Proceedings
 - 2040 i. Before formal steps are taken, the department chair and the Dean of Faculty shall
 2041 attempt to hold a special conference with the faculty member concerned and try
 2042 to resolve the matter by mutual consent. If this is not possible, formal
 2043 proceedings may be initiated.
 - 2044 c. Formal Proceedings
 - 2045 1) The President shall inform the faculty member in writing of the intention of the
 2046 College to dismiss, and of the reasons for this step. The notification must be
 2047 delivered personally, or by registered or certified mail, to the last known address of
 2048 the faculty member. A copy of the President’s letter shall be transmitted to the
 2049 College Evaluation Committee. If the faculty member so requests, the College
 2050 Evaluation Committee shall conduct an investigation of the reasons and/or hold a
 2051 hearing (see below). The request of the faculty member to the committee must be
 2052 made, in writing, no later than ten working days after the receipt of the dismissal
 2053 notice. After consideration of the report and the recommendation of the College
 2054 Evaluation Committee, the President shall make a report and a recommendation to

- 2055 the Board of Trustees. The faculty member shall receive copies of all reports and
2056 recommendations by the College Evaluation Committee and the President at the time
2057 they are issued.
- 2058 d. The faculty member may appeal the President's decision to the Board of Trustees which
2059 will determine the form of the appeal. If the faculty member wishes to appeal the
2060 President's decision, the faculty member must submit the request in writing to the Board
2061 Chairperson within two weeks of receipt of the President's recommendation to the Board.
2062 The faculty member facing dismissal for cause is entitled to a formal hearing before the
2063 Board of Trustees to make an appeal to the President's decision. At this appeal, the
2064 faculty member shall be entitled to address the Board of Trustees and to be represented
2065 by any person or persons of their choice, including an attorney.
- 2066 e. The final action of the Board of Trustees shall be taken at a regular or special meeting.
2067 To dismiss a faculty member, an affirmative vote of a majority of all members of the
2068 Board of Trustees is required.
- 2069 3. Investigation and Hearing by the College Evaluation Committee
- 2070 a. If the faculty member requests an investigation and/or a hearing by the College
2071 Evaluation Committee, the following standards and procedures shall be observed:
- 2072 1) While the dismissal procedures take place, the President may suspend the faculty
2073 member or assign them to other duties in lieu of suspension only if immediate harm
2074 to the faculty member or to others is threatened by continuance of regular duties,
2075 incompetence, professional or scholarly misconduct, serious neglect of duty, or
2076 conviction or admission of a serious crime involving moral turpitude that would
2077 evoke condemnation by the academic community. The President will inform the
2078 College Evaluation Committee of the suspension, and the Committee may make a
2079 recommendation concerning the propriety, the length, and the other conditions of the
2080 suspension. During the period of suspension, the faculty member will continue to
2081 receive their regular salary.
- 2082 2) The College Evaluation Committee may, with the consent of the parties concerned,
2083 hold joint prehearing meetings with the parties in order to (i) simplify the issues, (ii)
2084 determine matters of fact, (iii) provide for the exchange of documentary or other
2085 information, and (iv) achieve other appropriate prehearing objectives as will make
2086 the hearing fair, effective, and expeditious.
- 2087 3) The hearing will be closed unless all parties agree to open it to the College
2088 community.
- 2089 4) During the proceedings the faculty member will be permitted to have counsel present,
2090 and they may opt to nominate one professional colleague to serve as a spokesperson
2091 during the hearing.
- 2092 5) At the request of either party or the Committee, a representative of a responsible
2093 educational organization will be permitted to attend the proceedings as an observer.
- 2094 6) A verbatim record of the hearing will be taken, and a copy will be made available to
2095 the faculty member without cost, at the faculty member's request.
- 2096 7) The burden of proof that adequate cause exists rests with the institution and will be
2097 satisfied only by clear and convincing evidence in the record considered as a whole.
- 2098 8) At its discretion, the Committee will grant adjournments to enable either party to
2099 investigate evidence about which, in its judgment, a valid claim of surprise is made.
- 2100 9) The faculty member will be afforded an opportunity to obtain necessary witnesses
2101 and documentary or other evidence. The administration will cooperate with the

- 2102 Committee in securing witnesses and making available documentary and other
2103 evidence that the Committee deems pertinent. Confidential information from the
2104 personnel files of other faculty members may be released only with the consent of
2105 these persons.
- 2106 10) The faculty member and the administration will have the right to confront and cross-
2107 examine all witnesses. Where the witnesses cannot or will not appear, but the
2108 Committee determines that the interests of justice require admission of their
2109 statements, the Committee will identify the witnesses, disclose their statements, and,
2110 if possible, provide for interrogatories. Persons who have completed anonymous
2111 student evaluations on the faculty member are not considered to be witnesses.
- 2112 11) In the hearing of charges of incompetence, the testimony will, at the request of the
2113 faculty member or the College, include that of qualified faculty members from this or
2114 other institutions of higher education.
- 2115 12) The Committee will not be bound by strict rules of legal evidence and may admit any
2116 evidence which is of probative value in determining the issues involved.
- 2117 13) The findings of fact and the decision will be based solely on the hearing record.
- 2118 14) Except for such simple announcements as may be required, covering the time of the
2119 hearing(s) and similar matters, and except as otherwise provided by law, public
2120 statements, and publicity about the case by either the faculty member or
2121 administrative officers will be avoided as far as possible until the proceedings have
2122 been completed, including consideration by the Board of Trustees. The President and
2123 the faculty member will be notified in writing of the recommendation of the
2124 Committee and will be given a copy of the record of the hearing.
- 2125 15) If the Committee concludes that adequate cause for dismissal has not been
2126 established by the evidence in the record, it will so report to the President.
- 2127 16) If the Committee concludes that adequate cause for dismissal has been established,
2128 but that an academic penalty less than dismissal would be more appropriate, it will so
2129 report, with supporting reasons.
- 2130 17) If the President rejects the report, the President will state the reasons for doing so, in
2131 writing, to the Committee and to the faculty member, and provide an opportunity for
2132 response within ten days before transmitting the case to the Board of Trustees.
- 2133

2134 V. Bylaws Governing Lecturer Appointments and Evaluations

2135 A. Minimum Criteria for Appointing Lecturers at Rank

2136 1. Lecturer

- 2137 a. A master's degree in a field relevant to the area of instruction.
2138 b. Typically less than five years of full-time teaching experience in higher education.

2139 2. Senior Lecturer

- 2140 a. A master's degree in a field relevant to the area of instruction.
2141 b. Typically at least five years of full-time teaching experience in higher education.

2142 3. Master Lecturer

- 2143 a. A master's degree in a field relevant to the area of instruction.
2144 b. Typically at least five years full-time teaching experience in higher education at the rank
2145 of Senior Lecturer or the equivalent.

2146 B. Conditions for Lecturer Appointments

- 2147 1. The initial appointment is typically for a term of three years. A notice that the appointment
2148 will or will not be renewed must be given in writing by the Dean of Faculty's Office no later

- 2149 than 6 months before the expiration of the contract. Failure to provide notice of non-renewal
2150 by the sixth month before expiration of the contract shall result in contract renewal.
- 2151 2. A second appointment is typically for a term of three years. Notice that the appointment will
2152 or will not be renewed must be given in writing by the Dean of Faculty no later than 12
2153 months before the expiration of the contract.
- 2154 3. Renewals after the second appointment are typically for a term of five years. For such
2155 renewals, notice that the appointment will or will not be extended for another five years must
2156 be given in writing by the Dean of Faculty no later than 12 months before the expiration of
2157 the contract.
- 2158 4. Any failure to provide the required notice of non-renewal by the twelfth month before
2159 contract expiration shall result in an extension of the existing contract of no less than one
2160 year.
- 2161 5. Faculty within the Lecturer track will be appointed to the College under the immediate
2162 supervision of the Dean of Faculty. As appropriate to the disciplinary expertise of the faculty
2163 member and the anticipated teaching responsibilities, the Dean of Faculty may delegate
2164 immediate supervision to a department chair, cross-disciplinary program coordinator,
2165 Associate Dean, or other person as deemed by the Dean of Faculty to be consistent with the
2166 effective operation of the faculty member's duties.
- 2167 6. The full-time teaching load for faculty in the Lecturer track typically is eight courses (32
2168 credits) per academic year. At the request of the faculty member and based on the needs of
2169 the College, a summer teaching load, a specified advising load, or an administrative
2170 assignment can be substituted for a portion of the academic-year load without reduced or
2171 additional compensation.
- 2172 7. Scholarly activity sufficient to remain current in pedagogy and disciplinary content is
2173 expected within the full-time load. Scholarly activity beyond that sufficient for currency is
2174 encouraged but shall not be considered in personnel actions.
- 2175 8. Departmental citizenship in the form of attending department meetings and responding to
2176 administrative requests regarding courses is required. While service beyond basic
2177 departmental and/or programmatic needs is not expected, such extra-departmental service can
2178 be valued and is considered in personnel actions.
- 2179 9. Compensation within the Lecturer track will be commensurate with experience and
2180 competitive to that of tenure-track faculty positions at comparable rank.
- 2181 10. Contract renewals and promotions within the Lecturer track will include concomitant salary
2182 adjustments competitive to those received by tenured and tenure-track faculty members at
2183 similar career milestones.
- 2184 C. Standards for Evaluating Lecturers
- 2185 1. The basic criterion of evaluation is excellence in teaching. Lecturer positions carry only
2186 modest expectations of scholarly activity directed at academic and professional currency.
2187 Modest service to the College beyond basic departmental citizenship is valued but not
2188 required for Lecturers. High quality teaching and the maintenance of excellence and
2189 competence in the classroom are the primary criteria for evaluation and cannot be replaced by
2190 achievement in the other areas.
- 2191 2. Evaluation of excellence in teaching shall follow the standards defined for tenured and
2192 tenure-track faculty.
- 2193 3. Expected teaching achievements at various ranks shall follow the expectations for teaching
2194 achievement for tenured and tenure-track faculty at commensurate ranks. Lecturers who are
2195 not professionally or pedagogically current should not be renewed.

2196 4. Lecturers under review for reappointment may opt to submit a self-report and teaching
2197 materials to the Department Chair to inform the recommendation letter. Any optional
2198 materials from the lecturer must be submitted to the Dean of Faculty with the Chair's
2199 recommendation.

2200

2201 VI. Bylaws Governing Evaluations of Faculty on Visiting or Adjunct Appointments

2202 Program chairs or coordinators are responsible for reviewing the performance of faculty members
2203 with visiting or adjunct appointments. They should regularly review the student evaluations of
2204 these faculty members and meet with them to discuss the results. Visiting and adjunct professors
2205 who are not professionally competent or who lack effective teaching skills should not be
2206 reappointed. Chairs/coordinators should make recommendations about contract renewal or non-
2207 renewal to the Dean of Faculty or their designee.