

CHAPTER FOUR

ELEMENTS OF EMPLOYMENT FOR FACULTY

I. Conditions of Employment

A. General considerations

1. All full-time or reduced-time appointments to the rank of Instructor or higher are of two kinds:
 - a. appointments for specified periods of time;
 - b. appointments with tenure.

A full-time or reduced-time faculty appointment is defined as one involving normally more than half-time responsibilities, receiving fringe benefits, and undergoing evaluation in accord with the procedures outlined in this chapter. Otherwise, the position is part-time.

2. The terms and conditions of every appointment to the faculty will be stated or confirmed in writing, and a copy of the appointment document will be supplied to the faculty member and the department chair. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notices incumbent upon either party to provide, will be stated or confirmed in writing and a copy will be given to the faculty member.
3. Letters stating salary and fringe benefit arrangements for the subsequent year are sent out by the College on or about March 31 each year. Letters regarding promotions, reappointments, tenure, and any other change in status, are sent out at the conclusion of the evaluation process but no later than June 30 of that evaluation year. Promotions and reappointments or tenure are subject to confirmation by the Board of Trustees at its annual May meeting. These letters are contracts of employment, assumed to be acceptable to both the College and faculty member involved unless a letter of disagreement or other demurrer is presented within two weeks of receiving the letter. This is time to allow appeal procedures or other reconsiderations to occur prior to June 30 of that year. For non-tenured faculty, these letters contain information on all matters relative to the faculty member's eligibility for tenure.
4. If a member of the faculty desires to terminate an existing appointment, he or she shall give notice by April 15 for the next academic year. Normally mid-year resignations are not appropriate. A faculty member may properly request from the department chair and the Dean of the College a waiver of this requirement in case of hardship or in a situation where the faculty member would otherwise be denied substantial professional advancement.
5. The following information will be made available to new faculty and regularly brought up to date for all faculty:
 - a. By-laws of the Board of Trustees;
 - b. The Academic Handbook;

- c. College personnel policies, and an up-to-date objective profile of tenure at Dickinson.
- B. Appointments for Specified Periods of Time
1. Initial appointment to the faculty is normally for two years.
 - a. The search for a candidate is authorized by the Dean of the College after consultation with the Faculty Personnel Committee and the Academic Program and Standards Committee.
 - b. The department or a program advisory group carries out the search, following procedures in identifying a pool of candidates, bringing at least two persons to campus for interviews, and where possible involving a broad base of students and colleagues in the evaluation process.
 - c. A candidate is then nominated by the department or advisory group to the Dean of the College for appointment by the President. The Dean may consult with the Faculty Personnel Committee in deciding whether to concur with that nomination or to request that the search continue.
 2. Completion of the Ph.D. is normally a requirement for being considered as a candidate for appointment to the faculty. In specified fields, an equivalent to the Ph.D. is acknowledged:
 - Education: EdD
 - Studio arts, dramatic arts, creative writing: MFA
 - Traditional equivalent for degrees from foreign universities
 3. Initial Rank and Promotion Eligibility:
 - a. For someone not holding the highest degree, initial appointment to a full-time position is normally at the rank of Instructor with promotion to Assistant Professor automatic upon completion of the degree.
 - b. New appointments are normally authorized at the Assistant Professor level, to be filled by persons with little or no previous teaching experience. This practice contributes to creating a balanced diversity in experience and academic rank among the faculty.
 - c. Normally promotion to Associate Professor only occurs in connection with a tenure decision. However, a faculty member may be considered for promotion to Associate Professor without tenure during the Year Two or Year Four review. For Year Two, the promotion consideration may, at the discretion of the Faculty Personnel Committee, be postponed until spring. To be eligible, the faculty member must have been engaged in full-time teaching subsequent to completing the highest degree for at least five years, not including the year in which the evaluation for promotion takes place. The faculty member must request consideration for promotion to Associate Professor by October 1: see III-C-1-a for details. See II-B-4 for criteria for promotion to Associate Professor, without tenure.

- d. Persons with at least six years of full time teaching subsequent to completing the PhD or highest degree may be appointed to the Dickinson College faculty initially at the rank of Associate Professor or Professor without tenure.
 - e. Where the special character of the position warrants it, a faculty member may be given an initial appointment that is not eligible for tenure consideration but that may be renewed beyond Year Six. Such a position must be supported by the President of the College, the Dean of the College, a majority of the Faculty Personnel Committee, and a majority of the Academic Program and Standards Committee. Initial appointment is at the rank of Lecturer with promotion possible after at least six years to the rank of Senior Lecturer.
 - f. Temporary and part-time faculty appointments may be at any rank, depending on the person's experience and credentials.
4. Length of Contracts:
- a. Appointments prior to tenure are made according to the following schedule, utilizing criteria and procedures outlined in Parts II, III:
 - Year 1: initial two year contract (or second two year contract if initial appointment was at Instructor level: see 3a, 4c).
 - Year 2: by December 15, new contract through Year 4 or termination of contract at the end of Year 2.
 - Year 3: no evaluation affecting contract status.
 - Year 4: by June 30, new contract through Year 6 or termination of contract after one additional year, i.e., at end of Year 5.
 - Year 5: no evaluation affecting contract status; pre-tenure sabbatical leave, normally occurring between Year Four and Year Five.
 - Year 6: by June 30, appointment to tenure or termination of contract after one additional year, i.e., at end of Year 7.
 - b. A review in Year 2 may be extended into the spring semester, at the discretion of FPC and the Dean of the College. If so, this decision must be communicated to the candidate and department before 15 December. Then prior to 30 June of that year, the candidate must be offered either a new contract through Year 4 or termination of contract at the end of Year 3.
 - c. The total period of full-time service at Dickinson with the highest degree prior to the acquisition of tenure will not exceed 7 years. Normally, no merit raises will be given prior to completion of the highest degree in a person's field. Thus, the maximum number of merit raises prior to tenure would normally be seven. Full-time teaching at another institution of higher education, if the faculty member held the appropriate highest degree at the time, will be taken into consideration in determining base salary. The period of any leave of absence from Dickinson or from full-time teaching is not credited (see Chapter Seven, Section IV). A full year pre-tenure sabbatical normally is not credited toward tenure, although if the candidate, department, and FPC concur this exclusion may be waived.

- d. For anyone appointed to a tenure-track position without the highest degree, the first two years at Dickinson are normally credited toward tenure if the degree is completed by 1 February of the first academic year. Otherwise, neither of the first two years is credited toward tenure: the person's third at Dickinson becomes Year 1. Normally the initial two-year tenure-track contract is not renewed if the faculty member has not completed the highest degree, but if it is renewed the person's third year at Dickinson becomes Year 1 nonetheless.
 - e. Typically, a tenure decision is not made until the sixth or seventh year of full-time academic employment at Dickinson. However, a faculty member may be considered for tenure during the Year Four evaluation. To be eligible, the faculty member must have been in full-time teaching, scholarship, and/or the equivalent subsequent to completing the highest degree for at least five years, not including the year in which the evaluation for tenure takes place. The faculty member must request consideration for tenure by June 1 of the calendar year prior to that in which the evaluation is to occur (i.e. typically during the summer following their Year Two evaluation). The department, the Faculty Personnel Committee, and the Dean of the College must all agree to the request in order for the evaluation to proceed. Consideration for tenure must involve consideration for promotion to Associate Professor unless the faculty member already holds a senior rank. Tenure criteria for evaluation (see II-B-3) apply, even if the tenure decision occurs at Year Four.
 - f. A faculty member may be considered for tenure only once.
 - g. Temporary appointments to the faculty are made in order to replace colleagues on sabbaticals or other leaves of absence. Appointment is for a stated period of time, usually one or two years, and is normally not eligible to be considered for tenure. Should a regular position on the faculty become available, a temporary appointee is eligible to become one of the candidates for that position.
 - h. Part-time appointments to the faculty are ineligible to be considered for tenure. In specified cases where a continuing appointment is authorized and teaching is at least half time, and where an agreement in writing indicates what the exact length of the probationary period will be, a person may receive a tenurable part-time appointment. If the faculty member is subsequently granted tenure, it will be for a specified fraction of a full-time position. Previous part-time teaching is normally not counted toward tenure if a faculty member receives a subsequent full-time appointment.
5. Written notice of renewal or non-renewal of an appointment will be given to a faculty member in advance of the expiration of that person's appointment, according to the following minimum periods:
- a. Not later than March 1 of the first academic year of service, if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination;
 - b. Not later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, at least six months in advance of its termination;

- c. At least twelve months before the expiration of an appointment after two or more years of service at Dickinson College.
- C. Appointments with tenure
1. Tenure is independent of a decision concerning faculty rank. However, under no conditions may an Instructor or Assistant Professor be tenured.
 2. Tenure provides a faculty member with a continuous appointment at Dickinson College. Faculty remain subject to periodic evaluation throughout their service to the College.
 3. The College may terminate a tenured appointment, or a probationary or special appointment before the end of the specified term, for adequate cause, subject to the procedures specified in Part IV below.
 4. Termination of a tenured appointment, or of a probationary or special appointment before the end of the specified term, may occur for other reasons, as specified in Part V below.
- D. Except as otherwise stated, Dickinson College accepts and adopts the 1940 *Statement of Principles* on academic freedom and tenure formulated by the Association of American Colleges and the American Association of University Professors. It departs from the quantitative specifics of the 1940 statement in counting normally only Dickinson teaching experience toward the maximum probationary period. All members of the faculty, including those on probationary appointments, are entitled to academic freedom as defined therein, pertinent provisions of which are:
1. A faculty member is entitled to full freedom in research and in the publication of the results, subject to the adequate performance of his or her other academic duties; but research for pecuniary gain shall be based upon a prior written understanding with the College.
 2. A faculty member is entitled to freedom in the classroom for discussing any subject, but the faculty member should be careful not to introduce controversial matter which has no relation to the subject being examined. The aims of Dickinson College in no way require a statement which would limit the affirmations of academic freedom just asserted.
 3. The Dickinson College faculty member is a citizen, a member of a learned profession, and an officer of an educational institution. When a member of the faculty speaks or writes as a citizen, he or she should be free from institutional censorship or discipline, but this special position in the community imposes special obligations. As a person of learning and an educational officer, the faculty member should remember that the public may judge one's profession and one's institution by the utterances one makes. The faculty member should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort in each situation to indicate whether or not he or she speaks for the College.

4. Information about student views, beliefs, and political associations which professors acquire in the course of their work as instructors, advisers, and counselors should be considered as confidential. Protection against improper disclosure is a serious professional obligation. (AAUP, *Joint Statement on Rights and Freedoms of Students*, 1967)
5. Sexual or other intimate relationships between students and their employers, supervisors, professors, coaches, advisors or other College employees are prohibited. Faculty, administrators, and others who educate, supervise, evaluate, employ, counsel, coach or otherwise guide students should understand the fundamentally asymmetrical nature of the relationship they have with students or subordinates. Additional information on this topic is found in the College's Sexual Harassment and Sexual Misconduct Policy.

II. Qualifications for retention, promotion, and tenure

A. General considerations

1. Dickinson College seeks to appoint and to maintain a faculty of capable teachers and scholars, one marked by diversity in academic expertise, viewpoint, and style but sharing a commitment to the highest intellectual standards, to the tradition of the liberal arts, and to undergraduate education. Once faculty have been appointed, the College seeks to nurture their professional growth by encouraging programs of academic development, by rigorously evaluating their teaching and scholarship, and by making informed judgments during contract renewals, tenure reviews, and post-tenure reviews. Every effort will be made to create a sense of continuing development in a faculty member's career at Dickinson and to conduct evaluations in a manner involving open discussion and shared information.
2. Review years are:
 - a. Non-tenured faculty are reviewed in Years Two, Four, and Six, utilizing procedures and standards described in what follows. Each review is designed to be more thorough and more exacting than the previous one, with Year Six being a review for tenure.
 - b. Tenured faculty are typically reviewed once in each six year sabbatical cycle. Year One of the cycle begins upon return from a sabbatical leave. The review typically occurs in Year Three. An exception is the first review following the granting of tenure. This review will typically take place in the fourth year after the tenure review if the pre-tenure sabbatical was counted on the tenure clock, and in the third year if it was not. This review thus occurs in the year preceding sabbatical eligibility and will include a sabbatical proposal, should the faculty member be applying for one. After the sabbatical, reviews will take place as normal in Year Three of the sabbatical cycle. A delay in sabbaticals does not necessarily delay the following review.
 - c. Department chairs typically provide salary recommendations for the two years subsequent to a review, sabbatical proposal, or sabbatical report.
3. General criteria for individual professional achievement are stated below. These three criteria are further specified in II-B and II-C as they relate to various reappointment and promotion decisions.

The criteria in each instance are listed in an order of priority consistent with Dickinson's purposes as a liberal arts college: teaching is of the first importance, scholarship is a close but definite second, and service is a necessary but decidedly third criterion. All faculty are expected to meet fully the standards described by all three criteria. They are expected to do so in differing ways, however, each contributing to the College's pluralistic environment in a distinctive manner suited to his or her educational convictions and style. In evaluation for contract renewal, promotion, and salary, the quality of the faculty member's achievement is judged as informed by these three criteria, supplemented by an assessment of that person's overall potential for future contributions and development.

- a. Teaching effectiveness. A member of the Dickinson faculty is expected to be a capable undergraduate teacher. We understand this to be shown by the ability to develop and implement courses which meet appropriate standards of pedagogic and scholarly excellence within either or both of two paradigms, one primarily disciplinary, the other primarily interdisciplinary.

We mean by "pedagogic excellence" the ability [i] to assist students in developing a basic understanding and overall comprehension of the subject matter and methods comprising the disciplinary or interdisciplinary area in which one teaches, [ii] to help them grasp how this relates to the wider experiences of life, [iii] to stimulate in them an appreciation of the importance of that academic area and to inspire them with a love of learning in general.

Academic advising, formal and informal, is an element in this process. We also believe that an effective teacher is thoughtful and self-critical regarding the design and purpose of the courses he or she teaches. This entails being active in the rethinking of old courses and curricular programs, and -- as appropriate -- the creation of new ones. This may occur either on campus or as a part of one's responsibilities for an off-campus or overseas program, at the level of either general education or the major.

- b. Scholarly activity and achievement. A member of the Dickinson faculty is expected to be involved actively and productively in professional scholarship. At times of evaluation, particular attention will be paid to the pattern of continuing scholarly activity and achievement. In informing the Faculty Personnel Committee of their scholarly activity and achievement, faculty members are responsible for conveying the level of peer-review and the specifics of their role in any collaborative work.

[i] We mean by "scholarly activity" a meaningful pattern of related professional involvements such as: research and experimentation; writing, analyzing, creating; oral/informal presentation for peers; presentation at academic conferences; responsible roles in professional organizations; visiting professorships; applying for outside grants, fellowships, and patents; developing new fields of expertise.

[ii] We mean by "scholarly achievement" the results of such activity as normally judged by peer review at publishing houses, journals, conferences, granting agencies, patent granting organizations, and their equivalent; or, in appropriate cases, composition, performance, gallery exhibition, and other

works selected through competition and/or reviewed by off-campus, professional critics.

- c. Service of a professional nature. A member of the Dickinson faculty is expected to contribute to the governance and general academic well-being of the College. Effective participation and leadership in activities such as committees, curricular planning, advisory responsibilities to student organizations, and administrative tasks are expected, at both departmental/program and all-College levels. Work that supports diversity and inclusivity within the College through recruitment, retention, and mentoring of colleagues and students is highly valued. Special note is made of service as chair for a department, program, or committee, or for directing an overseas program or accepting some other equivalent special academic responsibility. Professional consulting and other service beyond Dickinson College, particularly when achieved by virtue of one's recognized distinction, is also prized.
 - d. These three criteria are further specified in Part II-B and II-C below as they relate to various reappointment and promotion decisions.
4. Institutional considerations
- a. In addition to a colleague's individual professional achievements, every retention or tenure decision involves consideration of the effect that action will have upon both the department involved and the faculty generally. Decisions to renew a contract or grant tenure represent long continuing allocations of the instructional budget and a staff commitment to a given area of competence. They tend to inhibit the College's ability to respond easily to the ebb and flow of student course enrollments and to shifting curricular needs. Accordingly, personnel decisions must be made in the context of projected long range curricular needs, taking into account projected retirements and possible resignations.
 - b. The faculty ought to contain colleagues at various stages in their careers.
 - c. The departments and programs of the College should reflect the full range of basic undergraduate fields of study in the liberal arts as traditionally defined and as organized into the divisions of humanities, social sciences, and natural sciences. Normally a minimum of three faculty in each department is needed, in order to provide students a sufficient plurality of perspectives on the discipline and of styles in teaching.
 - d. In the distribution of faculty across the disciplines, sufficient flexibility is needed to respond to shifting student interests and scholarly developments. Responsiveness should not be premature or faddish, but deliberate and informed. Such flexibility is gained by retaining the capacity to make new appointments to meet new kinds of needs and by tenuring faculty who are flexible in their disciplinary and/or interdisciplinary approaches.
 - e. In pursuing quality, the College must be able to set admissions standards which favor students with academic abilities substantially above the national average. This may result in a reduction of the size of the student body and, in proper proportion, the size of the faculty.
 - f. All probationary faculty receiving contract renewals will be apprised in writing of their situation regarding tenure, including the identification of any institutional

considerations which it appears might influence significantly the tenure decisions in Year Six.

B. Contract Renewals: special explications of the evaluation criteria and policies for implementation, as these apply at different stages of a faculty member's appointment.

1. Year Two

a. Criteria

[i] The general criteria for teaching effectiveness all apply. We appreciate the difficulties often involved in adjusting to a new situation. Therefore emphasis is placed upon a faculty member's self-assessment in a PAS statement and reports of class visits by departmental peers, especially the chair. Student evaluations are helpful but often need to be carefully interpreted. Except for the first year, a faculty member is not expected to develop more than two new courses in a given year.

[ii] Most scholarship will be invested in course preparation, but there should also be clear evidence of scholarly *activity* (as defined in the general criteria for scholarship) that shows progress toward *achievement* evaluated by peers.

[iii] Reasonable departmental responsibilities should have been accepted. Normally service at the college-wide level is not expected. (Note: faculty at this stage are excluded from serving as department chair or its equivalent, or from serving as chair of any governance group listed in Chapter Three.)

b. Policy: Faculty will be renewed who are judged to have met these criteria fully and to have shown promise of future continued growth, or whose deficiencies are judged to be such that there is a reasonable expectation that by the Year Four evaluation the person will be able to meet the standards for Year Four.

Faculty will not be renewed who are judged to be clearly deficient in these areas, or whose current achievement does not show promise of future growth.

Institutional considerations (see II-A-4) are also grounds for non-renewal. An effort should be made at this time to identify any institutional considerations that might in the future bear, positively or negatively, upon the College's decision.

2. Year Four

a. Criteria:

[i] Evidence of continued growth in the quality of teaching should be substantiated in all the areas listed in the general statement, and at both introductory and advanced course levels. Formal measures of this -- student course evaluations (numerical, written, oral), self-assessment in PAS statements, reports on class visits by peers -- should be available and should approximate College averages and standard expectations. A faculty member at this stage is not expected to develop more than two new courses in a given year.

[ii] Scholarly *activity*, as defined in the general statement, should continue, with a growing presence of peer involvement and review. Some tangible

evidences of scholarly *achievement*, as defined in the general statement, are expected. The quantity and timing of scholarly or creative achievement should assure the College that the faculty member's efforts are continuous and progressive.

- [iii] Service to the College should include increased departmental responsibilities. A faculty member is eligible for elected or appointed committee service; there is no penalty for failing to be elected or appointed to a committee, but in such case other forms of commitment to the life of the College should be in evidence. (Note: faculty at this stage are excluded from serving as a chair of any governance group listed in Chapter Three. Only in unusual circumstances should they be asked to serve as a department/program chair.)

b. Policy:

Faculty are expected to meet all the above criteria for reappointment within an overall framework of professional accomplishment that has coherence and direction. If deficiencies were identified at the Year Two evaluation, they should have been overcome or reasonable progress made in doing so, and no other problems of similar importance discovered. Faculty who are judged to have met these standards will be reappointed.

Faculty who do not meet the above criteria will not be reappointed. If there is reasonable ambiguity in the judgment that a faculty member is deficient in meeting all of the stated criteria, and it is thought that despite these concerns the person is nonetheless likely to meet the Year Six standards by the time of the Year Six evaluation, reappointment is possible. In exceptional cases, a person with clear deficiencies in either teaching or scholarship but with significant achievement in the other may be reappointed, but only if it is decided that progress has already been made in overcoming that deficiency.

Institutional considerations (see II-A-4) are grounds for non-renewal. A special effort should be made to identify any institutional considerations that might become a factor by Year Six and to take them into account in the Year Four evaluation. All matters related to tenure-track status and promotion eligibility must be clarified at this time.

3. Tenure

a. Criteria:

- [i] Teaching should be of high quality, the promise of earlier years increasingly translated into achievement. Formal measures of quality (as indicated for Year Four and as now supplemented by the information described in III-C) should provide consistent evidence that the faculty member has fully met or exceeded the general criteria for teaching effectiveness at both the introductory and advanced levels. The faculty member's ability to "make a difference" to students, i.e., to evoke intellectual aspiration and instill lasting habits of mind, is especially valued. The professor's record should give reasonable assurance of continuing effectiveness throughout the teaching career.
- [ii] Scholarly achievements should have resulted from these activities. These

should have been published (or otherwise appropriately peer-reviewed) by relevant journals and presses. The quality of these achievements will be assessed by the character of that review process, by subsequent critical reception (if available), and by the use of outside evaluators at the time of the Tenure review. The quantity of a faculty member's scholarly achievements at this stage should be typical for faculty in that discipline at liberal arts colleges comparable to Dickinson. Scholarship that invigorates one's teaching or directly involves students as participants is especially valued, though it is subject to the same standards of originality and depth that apply to all scholarship.

- [iii] Service to the College should include the successful accomplishment of more than routine responsibilities at both the departmental and campus-wide levels. (Note: faculty at this stage are still excluded from serving as chair of the committees listed in Chapter Three. Only in unusual circumstances should they serve as a department/program chair.)

b. Policy:

Faculty granted tenure must demonstrate that they have fully met the Year Six criteria. Perceived deficiencies must clearly have been overcome and no important ambiguities should remain. This is a judgment concerning one's past achievements taken severally but also as comprising a distinctive individual academic profile. It says that the faculty member's record of achievement is a reasonable indication of future effectiveness, sufficient to justify a career-long commitment by Dickinson to that person.

Faculty who clearly fail to meet the general criteria, and their elaboration above, will not be granted tenure. But also, a judgment that the faculty member's case is ambiguous means that the College's decision should be negative.

Institutional considerations (see II-A-4) that look to the distant as well as to the immediate future should continue to play an important role in the decision that is made.

4. Promotion to Associate Professor without tenure (Year Two or Year Four).

a. Criteria:

- [i] Teaching should be of high quality in all the areas listed in the general statement and at both introductory and advanced course levels. There should be evidence of this quality in reports about the person's pre-Dickinson teaching, and confirmation of continued levels of achievement since coming to Dickinson. These two sources should provide reasonable grounds for thinking that the faculty member already meets Year Six criteria for teaching.
- [ii] There should be evidence of sustained scholarly activity and of achievement comparable to Year Six expectations. These activities and achievements must be evident in work done by the faculty member before coming to Dickinson and then confirmed by work done at Dickinson. If promotion consideration is in Year Two, scholarly achievements need not yet have been confirmed by additional Dickinson-based achievements.

- [iii] Service to the College should meet the Year Two or Year Four criteria, depending on the faculty member's evaluation year. But there should be reasonable grounds for expecting the person to meet Year Six criteria by the time of tenure consideration. Where the faculty member's situation involves responsibilities not normally expected of an untenured person (e.g., chair of department or coordinator of a program), the Service criterion is deemed not only to have been met but to have been exceeded.

b. Policy:

The policies appropriate to the faculty member's evaluation year will be followed.

C. Evaluation of Tenured Faculty: special criteria

1. Unless otherwise indicated, the following criteria assume that the standards of excellence achieved by Year Six are continued and gradually deepened as tenured faculty mature. The general criteria of II-A-3 thus continue as normative, and what is stated below represents only special considerations relevant to the normal six-year cycle of evaluation subsequent to tenure.

2. Post-sabbatical Evaluation: Year Three

- a. Criteria:

- [i] One's teaching should show continuing effectiveness in the range and depth of subject matter and in methodological acumen.
- [ii] Scholarship arising from the sabbatical should be evaluated by peers at Dickinson and by off-campus peers at professional meetings and for publication.
- [iii] Service to the College should include evidence of leadership and initiative.

- b. Policy:

It is expected that a faculty member will sustain the quality and promise of professional achievement present at the time of tenure, extending and deepening them in appropriate and noticeable ways. Directions and aspirations identified in the previous Professional Activities Statement form the background for such assessments.

3. Promotion to Full Professor

- a. Criteria:

- [i] Teaching should reflect an up-to-date competence in the fields of one's expertise, be pedagogically sound, and demonstrate both versatility and integrative vision.
- [ii] Scholarly activity and accomplishment should reveal a capacity to contribute to a field of intellectual endeavor in original and worthwhile ways, as indicated by the importance of one's professional involvements and the number and stature of one's publications or creations.
- [iii] There should be evidence, in a variety of ways, that the faculty member is able and willing to contribute to campus life and governance, and can when asked assume leadership responsibility at the department and

campus-wide levels.

b. Policy:

Normally, faculty are only considered eligible for promotion to Full Professor after six years of post-tenure service at Dickinson. However, because the rank of Full Professor is the highest that faculty may hold at Dickinson, mere longevity of service is never sufficient grounds for promotion. The faculty member should demonstrate continued effectiveness and achievement in all three areas of evaluation, with the order of their importance being the same as in all other evaluations.¹

D. Evaluation of Lecturers

Evaluation of lecturers will take place on the same schedule as tenured and tenure-track faculty. In other words, reviews following promotion to senior lecturer will typically occur in Year Three of the sabbatical cycle. Reviews of senior lecturers are scheduled independently of contract renewal timing. Successful reviews will typically result in another four-year contract once the current contract expires. In the categories of teaching and service, the criteria for evaluation are the same as for tenured and tenure-track faculty unless stated otherwise in the appointment letter. Additional specific service obligations or professional development expectations may be included in appointment letters for lecturers. Scholarship, while always valued, is not an expectation for lecturers. Reviews will follow the same procedures as tenured and tenure-track faculty where applicable.

E. Evaluation of Visiting and Adjunct Faculty

Visiting and adjunct faculty will be reviewed after they have taught five courses or during four semesters, whichever comes later. If the faculty member teaches long-term at the College, a second review will be done after the next five courses or after four additional semesters, whichever comes later. Thereafter, subsequent reviews will occur after ten courses or after eight semesters, whichever comes later.

The candidate will 1) prepare a PAS focusing primarily on teaching, and 2) provide copies of course syllabi. The chair will consult with the majors committee and then prepare a report for senior colleagues. A single senior member of the department will prepare a memo summarizing two class visits. All senior members will review the above materials and course evaluations, both numerical summaries and written comments. After consulting with senior members of the department, the Department Chair will provide to the Dean of the College a letter of evaluation based on the chair's assessment of the candidate's teaching. In exceptional circumstances, the chair or Dean may request that the Faculty Personnel Committee review her/his recommendation before the Dean's recommendation is made.

¹ A change in Full Professor qualifications was approved at the Dec. 7, 2009 Faculty Meeting.

III. Faculty Evaluation Procedures

A. General

1. An evaluation file shall be maintained in the office of the Dean of the College. This file shall be kept up to date and shall be available for inspection by the faculty member, the department chair, and members of the Faculty Personnel Committee. It shall contain:
 - a. A curriculum vitae;
 - b. A promotion history, including copies of reappointment letters and post-tenure review letters in which the College's formal evaluation of the faculty member has been summarized;
 - c. Previous Professional Activities Statements;
 - d. Department chair review letters, pre-sabbatical memos, and post-sabbatical memos;
 - e. Student evaluation of teaching summaries, and/or other formal student assessments;
 - f. Sabbatical and leave of absence applications and final reports, with the Faculty Personnel Committee assessments of those reports;
 - g. Reports on grants for study, research, and course development.
2. Professional Activities Statements are prepared in the fall semester of the year in which an review occurs.
 - a. For probationary faculty, the professional activities statement sketches in broad outline the directions in teaching, scholarship, and service which the faculty member hopes to follow over the course of the next contract period, and the reasons lying behind these preferences.
 - b. For tenured faculty, the PAS takes the form of a statement of general professional aspirations as teacher, scholar, and colleague, reflecting on the past 3-5 years and looking toward the next few years. The sabbatical to be proposed or the sabbatical recently completed is one important element in this statement.
 - c. During the fall semester, a meeting will be held which involves the faculty member who has prepared this statement, the department chair and/or another department colleague, a representative from the Faculty Personnel Committee, and the Dean of the College. The purpose of this meeting is to discuss the prepared statement informally and to provide an institutional context of support and criticism.
 - d. Previous Professional Activities Statements form a valuable backdrop for subsequent statements and are one way in which a sense of one's professional continuity can be ascertained. The Professional Activities Statements are a backdrop rather than a yardstick. Aspirations will change and specific objectives become refocused in the light of fresh inquiry and new opportunities. Quality in professional accomplishment is as much a matter of maturing or altering one's goals as it is of fulfilling those originally announced.
3. For department chairs: the members of the department other than the chair shall

elect one senior member in the department to lead the review. In the case of faculty without departmental appointments, the Program Advisory Group acts in lieu of the department and its chair or someone specially elected by the faculty members of the Group conducts the review.

4. A student majors advisory committee or equivalent group of students shall be consulted by the department chair for an assessment of student reactions to an individual faculty member's teaching and advising. Procedures for carrying out this role shall be developed by each department.
5. Letters indicating promotion and/or reappointment and salary will be sent to all faculty as early as possible.
 - a. In the event that the recommendation to be made to the Board of Trustees does not agree substantially with the chair's recommendation, the Dean of the College shall so inform the chair prior to the time of distribution of these letters. The chair, in turn, shall inform the affected faculty member.
 - b. The Dean of the College shall explain at the regular April or May Faculty Meeting the general structure of the forthcoming salaries, including the distribution of salaries within each rank and average salary increments as a function of rank and of previous salary level.
 - c. By June 1, the Dean of the College will provide the department chair with salary and promotion data for that department.
 - d. Comparative salary data for faculty and administration, using the categories referred to in (b) above, will be made available yearly to the Planning and Budget Committee.
 - e. In December, prior to a new round of evaluations for salary, the Dean of the College will provide analytic data concerning the faculty salary structure which will be helpful to department chairs in assessing the appropriateness of current salaries for members of the department and in making recommendations for the subsequent year.

B. Procedures for Salary Recommendations

1. The faculty member:
 - a. Must annually provide an updated curriculum vita to the Dean's office in January.
 - b. Shall be informed of the department chair's salary recommendation after it is forwarded to the Dean of the College.
 - c. Has the right to discuss with the chair and the Dean any salary recommendation with which the faculty member disagrees.
 - d. Has the right to appeal departmental salary recommendations and College salary decisions (see III-D).
2. The department chair:
 - a. Consults with all senior colleagues in the department. Junior members are invited to provide commentary if they wish. When judged appropriate, the chair may also consult with colleagues in other departments.
 - b. Completes and forwards to the Dean of the College by the deadlines indicated by

the Dean of the College a salary recommendation form with one of four recommendations: merit increase, standard increase, no increase, salary decrease. In making these recommendations, the chair should be guided by the latest review, sabbatical proposal memo, or sabbatical report memo and informed by course evaluations, the faculty member's updated CV, and consultation with colleagues. As a basis for judging whether to recommend any merit change in a faculty person's salary rank, professional activities in the past two years should be set in the broader context of the person's whole teaching career and the person's accomplishments relative to other faculty. A meritorious year of accomplishment need not imply a recommendation for a merit increase, and vice versa. If a chair changes a standing recommendation in a non-evaluation year, the chair must inform both the Dean of the College and the faculty member in writing of the change and the reason(s) for it.

- c. Is informed by the Dean of the College, prior to the time when salary letters are distributed, of any significant departures from the recommended salary for members of the department. The chair informs the faculty member concerned of this fact.
 - d. After salary letters are distributed, may discuss with the Dean any decisions with which the chair disagrees.
3. The Faculty Personnel Committee:
- a. Receives all evaluation materials submitted by the department chairs to the Dean of the College. Receives from the Dean salary data on all faculty, and has access to all faculty evaluation files.
 - b. Recommends to the Dean salaries for all faculty. The committee may inquire of a department chair why a faculty member was not recommended for merit increases or decreases, and may invite the chair to prepare such a recommendation if the chair wishes. Faculty Personnel Committee recommendations may disagree with those of the department chair.
 - c. Is informed by the Dean of the College of salary recommendations and summary evaluation statements that the Dean will submit to the President, in time for the Committee to argue for any reconsideration it thinks appropriate.
4. Dean of the College:
- a. Having received salary and evaluation recommendations from the department chair and the Faculty Personnel Committee, makes a salary recommendation to the President for each faculty member.
 - b. Provides the department chair with any salary recommendations or evaluation statements that are significantly different from the chair's recommendation.
 - c. Provides the Faculty Personnel Committee with the salary and evaluation recommendations the Dean plans to submit to the President in time for FPC to argue for any reconsideration it thinks appropriate.

C. Procedures for Conduct of Reviews

1. General considerations:

Year Two, Four, Tenure: these are the mandatory review years for contract renewal. The faculty member and the chair will be notified by the Dean of the College of this and of the procedures to be followed.

Non-Promotion Reviews of Senior Faculty: these post-tenure reviews typically occur once in each six-year sabbatical cycle as described in II-A-2 above.

Promotion to Full Professor: The normal condition for consideration is a minimum of six years service at Dickinson after tenure; requests for promotion consideration before that time will be considered only in cases of exceptional performance in all three areas of faculty responsibility (teaching, scholarship, and service). The question of promotion consideration may be raised by (a) the faculty member to be considered, (b) that faculty member's department chair, or (c) the Faculty Personnel Committee. Once the question has been raised, the Faculty Personnel Committee will conduct a preliminary review of the faculty member's file and comment on whether or not the Committee believes it is appropriate for formal consideration for promotion to proceed in the next academic year. In the case of requests for consideration before six years of service after tenure, the opinion of the Faculty Personnel Committee is final. In all other cases, a faculty member who, after receiving the opinion of the Faculty Personnel Committee, wishes to proceed, should ask his/her department to initiate promotion consideration by requesting a formal review for promotion from the Faculty Personnel Committee. Such a request normally requires a positive vote by a majority of the senior members of the department. However, in cases where a majority of the senior members of the department vote against making such a request, the faculty member may appeal to the Faculty Personnel Committee.

Promotion to Associate Professor without Tenure: As indicated in I-B-3-c, an Assistant Professor under certain conditions may be eligible for promotion in Year Two or Four. The faculty member must request of the department consideration for promotion by October 1. The department must approve of this by majority vote of the senior members, and so must the Faculty Personnel Committee.

Tenure Consideration Prior to Year Six: As indicated in I-B-4-c, an Assistant Professor or Associate Professor under certain conditions may be eligible for tenure consideration at Year Two or Four. The faculty member must request of the department consideration by June 1. The department must approve of this, by majority vote of the senior members, and so must the Faculty Personnel Committee.

2. The faculty member being reviewed:
 - a. Reviews his or her evaluation file to be sure it is complete, provides an updated curriculum vitae, and prepares a Professional Activities Statement. (See III-A-1,2 above)

Promotion to Full Professor: requests that the department nominate him or her for promotion to full professor. Proceed with the remaining steps only if the department agrees or the Faculty Personnel Committee accepts a self-nomination.

- b. Provides a representative sample of course syllabi and other evidence of his or her classroom approach.
- c. Provides a representative sample of his or her scholarly work.
- d. Provides names of colleagues at Dickinson or elsewhere who might be requested to write a letter of assessment concerning that person's teaching, scholarship, and/or service.

Year Two and Four and non-promotion senior reviews: omit, unless requested by faculty member.

- e. Provides an annotated list of at least eight to ten possible outside evaluators regarding his or her scholarship.

Year Two and Four and non-promotion senior reviews: omit, unless agreed to by FPC, department chair, and faculty member.

Promotion: may be omitted if FPC and the Dean think there is already ample evaluation available of the faculty member's scholarship.

- f. Provides any other materials the person thinks relevant.
- g. Tenure, or Promotion to Full Professor: meets with the department chair, FPC, and the Dean to go over procedures and criteria of evaluation.
- h. Year Two and Four and non-promotion senior reviews: participates in a discussion of his or her Professional Activities Statement with the chair, a member of the Faculty Personnel Committee, and the Dean of the College.
Tenure, or Promotion to Full Professor: participates in a discussion of his or her teaching, scholarship, and service with all members of the Faculty Personnel Committee and the Dean of the College. In a separate meeting discusses his or her teaching, scholarship, and service with senior members of the department.²
- i. Receives a written copy of the chair's final recommendation and is afforded an opportunity to discuss this with the chair. May, if dissatisfied with the chair's evaluation, explain his or her viewpoint in a letter to the Dean of the College with a copy to the chair.
- j. After the department chair has made a formal recommendation, meets with the Faculty Personnel Committee and the Dean of the College, if they so request, to discuss the chair's recommendation in detail.
- k. Tenure: Is, along with the chair, informed orally and in writing, with reasons, if the Faculty Personnel Committee is leaning toward a negative recommendation, and an opportunity is afforded for written responses. At the request of the Faculty Personnel Committee, oral responses might be invited as well. (See III-D-2-a)

² Approved at May 6, 1996 Faculty Meeting.

1. Is informed in writing by the President of the College concerning the Faculty Personnel Committee's final recommendation, the Dean's subsequent recommendation to the President, and the President's recommendation to the Board of Trustees.

Year Two: This is normally communicated to the candidate and the chair by no later than December 15, as required by Section I of this chapter.

Year Four: every effort shall be made to communicate this to the candidate and the chair at the time of the salary letters, but as required by Section I of this chapter at a time no later than 30 June of that academic year.

Tenure, or Promotion to Full Professor: every effort shall be made to communicate this to the candidate and the chair prior to the May Board of Trustees meeting.

- m. May appeal a negative recommendation by the department or the Faculty Personnel Committee, or a negative decision by the College, as outlined in III-D below.
- n. At any stage of the review process, if a candidate feels there has been a procedural error, s/he should notify the Dean immediately.

3. The department chair:

- a. Meets with the faculty member, the Faculty Personnel Committee, and the Dean of the College to go over procedures and criteria of evaluation.
- b. Participates in a discussion of the Professional Activities Statement for the person being evaluated.

Tenure, or Promotion to Full Professor: Does not participate in the discussion.

- c. Consults with students on the departmental majors committee or equivalent regarding the views of majors about the faculty member as a teacher.

Tenure, or Promotion to Full Professor: Interviews a representative sample of current students who have taken at least one course from the faculty member. Names are provided by the Dean's office.

- d. Secures first-hand information, as far as possible over an extended period of time, of the candidate's teaching abilities.
- e. Solicits other judgments as deemed appropriate. These are in the form of written statements or summaries in writing or oral discussion.
- f. Receives from the Faculty Personnel Committee any pertinent information it may have gathered at its own initiative.

Tenure, or Promotion to Full Professor: this includes recommendations of selected alumni who once studied with the faculty member, and the reports of the outside evaluators on scholarship.

- g. Shares all of this information with senior colleagues in the faculty member's department including where possible faculty on sabbatical or leave of absence. Senior members of the department who are on sabbatical or leave of absence and who choose to participate may do so as normal for a full participant only if they can be available for all aspects of the review process.

Otherwise, they are free to express their opinions in a separate letter to the chair and/or FPC; they may not vote.

- h. Invites the views of junior colleagues. Junior colleagues who choose to participate should be provided with the curriculum vitae of the faculty member under review, and in the case of a promotion review, access to the scholarly materials that are sent to outside evaluators. Junior colleagues may also be provided with the Professional Activities Statement of the faculty member under review at the option of that faculty member.

Tenure, or Promotion to Full Professor: In addition, convenes the senior members of the department for a meeting with the candidate to discuss his or her teaching, scholarship, and service.

- i. Subsequently convenes a special meeting of the senior members of the department to discuss the candidate's performance. Requests at the conclusion of this meeting a formal vote of the senior members of the department, yea or nay, regarding the request for reappointment, tenure, or promotion. The criteria of individual and institutional quality outlined in Section II above should be utilized by each person voting. Confidentiality is required. Keeps confidential information as to how each senior member voted, unless such information is requested by FPC and the Dean.
- j. Sends to the Dean of the College a formal chair's written evaluation that thoroughly discusses the candidate's strengths and limitations, and recommends in favor or against the candidate's request. Although the evaluation should report the opinions of other faculty, and as appropriate student and student majors, the memorandum should be a personal statement of evaluation and judgment by the chair. This memorandum should indicate the number of members, without identifying them, for and against the candidate's tenure or promotion.
- k. Provides a written copy of the chair's memorandum of evaluation to the faculty member after submission to FPC and provides an opportunity for the faculty member to discuss its contents with the chair if the candidate so chooses. The chair may invite other senior members of the department to join the meeting.
- l. The remainder of the process is exactly as outlined in steps 'j' through 'm' in III-C- 2 above.

4. The Faculty Personnel Committee:

- a. Makes sure that all the evaluative materials described under III-A-1 above have been gathered into an evaluation file for the candidate. This is then made available to the department chair and senior members for use in the department's evaluation.
- b. Sends a representative member to participate in a discussion of the candidate's Professional Activities Statement.

Tenure, or Promotion to Full Professor: all five members of FPC take part.

- c. Tenure, or Promotion to Full Professor: FPC chair writes a representative sample of alumni who have had at least one course with the candidate, requesting comments on the candidate's teaching abilities. These responses are shared with the department chair and a masked copy with the candidate.

- d. Tenure, or Promotion to Full Professor: Asks one or more outside evaluators, chosen from the list submitted by the candidate, to examine a representative sample of the candidate's scholarly work and to assess its quality in comparison to that of other current scholars in the field and to the standards of the discipline generally. These responses are shared with the department chair and, after the evaluator's name and institutional designation have been masked, with the candidate. The Faculty Personnel Committee may choose to waive outside evaluation of scholarship of candidates for Full Professor who have established a record of substantial publication. These candidates will provide the Faculty Personnel Committee with relevant published reviews and/or readers'/referees' reports on their scholarly work.
- e. May interview, at its discretion, a sample of students presently on campus who have studied with the faculty member.
- f. Provides the Dean of the College with a recommendation favoring or opposing the faculty member's candidacy. This recommendation is informed by the materials in the person's evaluation file and by the formal recommendation, with reasons, made by the department chair. Also makes a recommendation regarding what should be said in a summary statement of strengths and weaknesses to be included in the faculty member's reappointment letter (or in the case of a termination letter, the statement of reasons to be sent to the candidate if requested). If this recommendation is not accepted by the Dean of the College, opportunity must be provided to argue for reconsideration prior to the Dean submitting his or her recommendation to the President.
- g. Is informed by the Dean of the College of the Dean's recommendation to the President. The Committee has the right to meet directly with the President to discuss its recommendation, whether or not the Committee is in agreement with the Dean. Is informed of the President's recommendation to the Board of Trustees.

Tenure, or Promotion to Full Professor: The Committee may, if it chooses, communicate its tenure recommendation, with reasons, in writing to the Board of Trustees, transmitting this through the President of the College.

5. The Dean of the College
 - a. Having received recommendations from the department chair and from the Faculty Personnel Committee, makes a written recommendation, with reasons, to the President. Shares this information with FPC in case it wishes to discuss the matter directly with the President.
 - b. Makes sure that the faculty member, the department chair, and the Faculty Personnel Committee are informed of the President's decision.

D. Appeal procedures available to a faculty member

1. From a Department's Recommendation. If a faculty member disagrees with a departmental recommendation or the reasons justifying it:
 - a. Regarding salary, the faculty member may write the Dean of the College (with a copy to the chair) after having learned from the chair what the departmental recommendation will be, indicating his or her point of view. This letter will be part of the salary information considered by the Faculty Personnel Committee

and by the Dean.

- b. Regarding reappointment, tenure, promotion, or evaluation of senior faculty the faculty member may write the Dean of the College (with a copy to the chair) after having received a copy of the department's recommendation and having discussed it with the chair, providing arguments or information he or she thinks pertinent. This letter will be part of the evaluation materials considered by the Faculty Personnel Committee and the Dean. The faculty member may also ask to meet with the Faculty Personnel Committee and the Dean of the College to discuss his or her viewpoint.
 - c. Regarding procedures, the faculty member should call any received errors in the procedures used by the department in its evaluation to the attention of the Dean of the College. If the Dean agrees that an error has occurred, the evaluation will be redone insofar as necessary to correct the error. If the faculty member does not agree with the Dean's judgment on whether there have been errors or on how to correct any that have occurred, he or she may immediately petition the Appeals Committees (see III-D-4).
2. From the Recommendation of the Faculty Personnel Committee. This concerns recommendations regarding reappointment, tenure, promotion or evaluation of senior faculty; in salary recommendations the view of the Faculty Personnel Committee is not separated from that of the Dean and President.
 - a. Tenure: If the Committee is leaning toward a negative recommendation, the faculty member (and chair) will be informed orally and in writing of this fact by the Dean of the College, who will give an indication of the Committee's reasons. Within a week of being informed, the faculty member and/or chair may respond in writing and arrange, at FPC's discretion, to make an oral response to the Committee (see III-C-1-k).
 - b. The faculty member should call any perceived errors in the procedures used by the Faculty Personnel Committee in its evaluation to the attention of the Dean of the College as soon as they occur. If the Dean agrees that an error has occurred, the evaluation will be redone insofar as necessary to correct the error. If the faculty member does not agree with the Dean's judgment on whether there have been errors or on how to correct any that have occurred, he or she may immediately petition the Appeals Committees (see III-D-4).
 3. From the Decision of the College. If a faculty member disagrees with the College's decision as conveyed in a formal letter by the Dean or President:
 - a. Regarding salary, the faculty member (with or without the support of the department) may within two weeks write the Dean of the College requesting reconsideration. After consulting with the Faculty Personnel Committee, the Dean will indicate whether any change in the proposed salary has been approved and give the reasons for the decision. From this response there is no further appeal.
 - b. Regarding the evaluation of senior faculty, if the faculty member disagrees with the formal evaluation statement, that person may write a memorandum of disagreement or explication. This will then be attached to the College's evaluation statement and made a permanent part of the faculty member's

evaluation file. No other appeals are possible.

- c. Regarding reappointment, tenure, or promotion, the faculty member (with or without the support of the department) may within a week meet with the Dean of the College to discuss the decision and its reasons. The faculty member at that time may request that the College's reasons for its decision be confirmed in writing. Within a week thereafter the faculty member may write the Dean requesting reconsideration. Thereupon the Dean will decide whether to accept or reject the faculty member's appeal and will communicate that decision in writing to the faculty member and to the department. If reconsideration is granted, the process will involve the Faculty Personnel Committee and will normally be completed within two weeks.
 - d. If the Dean denies a request for reconsideration, or if the College denies the faculty member's appeal after reconsideration, there is no further appeal available except on the grounds indicated in III-D-4 below.
4. Petitioning the Appeals Committee. A faculty member may petition the Appeals Committee after learning of a departmental, Faculty Personnel Committee, or College recommendation:
- a. Reasons: those stated in Chapter Three, Section IV-A:
 - [i] Alleged violation of academic freedom.
 - [ii] Alleged procedural violation.
 - [iii] Alleged discriminatory action.
 - b. Steps:
 - [i] The faculty member talks with the chair of the Appeals Committee regarding the nature of his or her concerns.
 - [ii] The faculty member then writes a letter to the chair of the Appeals Committee requesting assistance, indicating whether the concern is about academic freedom, procedures, or discrimination, and setting out the reasons for the appeal; this letter must be received within two weeks of the faculty member having learned of the disputed action. A copy of this letter is sent to the Dean of the College, to the chair of the Faculty Personnel Committee, and to the chair of the department.
 - [iii] The chair calls a meeting of the members of the Appeals Committee to discuss the faculty member's request. If in the judgment of the committee (by majority vote) any member has a conflict of interest, then that person is disqualified from participating in that appeal. The committee may proceed if at least five faculty remain. Otherwise additional members must be appointed by the Nominating Committee from its roster of eligible persons.
 - [iv] The committee then decides by majority vote: whether to accept the appeal request and, if so, under which one or more of the three areas the alleged violation falls. This is done within one week of having received the faculty member's written request. If additional members must first be appointed an additional week may be taken.

- [v] The chair informs in writing the faculty member, the department, the Faculty Personnel Committee, and the Dean of the College about this decision. If the appeal request is denied, the faculty member has no further recourse within the College. If the appeal request is accepted, every effort will be made for the committee to complete its report within a month.
 - [vi] If the appeals process is not completed until after 30 June of a given academic year, the current members of the Appeals Committee, FPC, and the current department chair will nonetheless normally remain the persons involved.
 - [vii] The committee has access to all of the materials in the faculty member's file used in the evaluation under dispute, plus the Faculty Personnel Committee minutes pertaining to the case, and the Dean's recommendation memo to the President. The committee may acquire further evaluation materials as long as this information is made available to the faculty member, FPC, and the Dean as well. The committee may interview anyone it chooses in the pursuit of its inquiry.
- c. The committee will report its findings and recommendations in writing to the faculty member, the department chair, the Faculty Personnel Committee, and the Dean of the College. If the recommendations differ from the College's initial decision, the Dean of the College will request replies from the parties involved concerning the Appeal Committee's recommendation, and the Dean will on the basis of all these arguments make a final recommendation to the President.

IV. Dismissal Procedures for adequate cause

- A. Dickinson College accepts and adopts the *Procedural Standards in Faculty Dismissal Proceedings* approved by the American Association of University Professors in November 1957 and by the Association of American Colleges in January 1958, commonly called *The 1958 Statement*. These are embodied in the definitions and procedures which follow.
- B. Adequate cause for a dismissal will be related, directly and substantially, to the fitness of the faculty member in his or her professional capacity as a teacher or researcher. Dismissal will not be used to restrain faculty members in their exercise of academic freedom or of other rights as American citizens.
- C. Dismissal of a faculty member with continuous tenure, or of a faculty member with a special or probationary appointment before the end of the specified term, will be preceded by:
 - 1. discussions between the faculty member and the President of the College, advised by the Dean of the College, looking toward a mutual settlement;
 - 2. or, failing such a settlement, informal inquiry by a committee formed insofar as practicable of past members of the Appeals Committee. This committee may, failing to effect a recommendation that leads to a settlement acceptable to the faculty member and to the President, determine whether in its opinion dismissal proceedings should be undertaken, without its opinion being binding upon the President;
 - 3. statement of charges, framed with reasonable particularity by the President with the advice of the Dean of the College.

D. A dismissal, as defined in B above, will be preceded by a statement of reasons, and the individual concerned will have the right to be heard initially by the Appeals Committee. Where the person is a tenured faculty member, only the tenured faculty on the Appeals Committee shall comprise the hearing committee. Members deeming themselves disqualified for bias or interest shall remove themselves from the case, either at the request of a party or on their own initiative. Each party will have one challenge without stated cause.

1. Pending a final decision by the Appeals Committee, the faculty member will be suspended, or assigned to other duties in lieu of suspension, only if immediate harm to that person or others is threatened by his or her continuance. Before suspending a faculty member, pending an ultimate determination of his or her status through the College's hearing procedures, the administration will consult with the Appeals Committee concerning the propriety, the length, and other conditions of the suspension. A suspension which is intended to be final is a dismissal, and will be treated as such. Salary will continue during the period of the suspension.
2. The Appeals Committee may, with the consent of the parties concerned, hold joint pre-hearing meetings with the parties in order to (a) simplify the issues, (b) effect stipulations of facts, (c) provide for the exchange of documentary or other information, and (d) achieve such other appropriate pre-hearing objectives as will make the hearing fair, effective, and expeditious.
3. Service of notice of hearing with specific charges in writing will be made at least twenty days prior to the hearing. The faculty member may waive a hearing or may respond to the charges in writing at any time before the hearing. If the faculty member waives a hearing, but denies the charges or asserts that the charges do not support a finding of adequate cause, the Appeals Committee will evaluate available evidence and rest its recommendation upon the evidence in the record.
4. The Appeals Committee, in consultation with the President and the faculty member, will exercise its judgment as to whether the hearing should be made public or private.
5. During the proceedings the faculty member will be permitted to have an academic advisor or counsel of his or her own choice.
6. At the request of either party or the Appeals Committee, a representative of a responsible educational association shall be permitted to attend the proceedings as an observer.
7. A verbatim record of the hearing or hearings will be taken and a copy will be made available to the faculty member without cost, at the faculty member's request.
8. The burden of proof that adequate cause exists rests with Dickinson College and shall be satisfied only by clear and convincing evidence in the record considered as a whole.
9. The Appeals Committee will grant adjournments to enable either party to investigate evidence to which a valid claim of surprise is made.
10. The faculty member will be afforded an opportunity to obtain necessary witnesses and documentary or other evidence. The administration will cooperate with the Appeals Committee in securing witnesses and making available documentary and other evidence.

11. The faculty member and the administration will have the right to confront and cross-examine all witnesses. Where the witnesses cannot or will not appear, but the committee determines that the interests of justice require admission of their statements, the committee will identify the witnesses, disclose their statements, and if possible provide for interrogatories.
12. In the hearing of charges of incompetence, the testimony shall include that of qualified faculty members from Dickinson or other institutions of higher education.
13. The Appeals Committee will not be bound by strict rules of legal evidence, and may admit any evidence which is of probative value in determining the issues involved. Every possible effort will be made to obtain the most reliable evidence available.
14. The findings of fact and the decision will be based solely on the hearing record.
15. The President and the faculty member will be notified of the decision in writing and will be given a copy of the record of the hearing.
16. If the Appeals Committee concludes that adequate cause for dismissal has not been established by the evidence in the record, it will so report to the President. If the President rejects the report, the reasons for doing so shall be stated in writing and provided to the Appeals Committee and to the faculty member. There shall be an opportunity for response before the President transmits the case to the Board of Trustees. If the Appeals Committee concludes that adequate cause for a dismissal has been established, but that an academic penalty less than dismissal would be more appropriate, it will so recommend, with supporting reasons.
17. If dismissal or other severe sanction is recommended, the President will, on request of the faculty member, transmit to the Board of Trustees the record of the case. The Board's review will be based on the record of the Appeals Committee hearing, and it will provide opportunity for argument, oral or written or both, by the principals at the hearings or by their representatives. The decision of the Appeals Committee will either be sustained, or the proceeding returned to the committee with specific objections. The committee will then reconsider, taking into account the stated objections and receiving new evidence if necessary. The Board of Trustees will make a final decision only after study of the committee's reconsideration.
18. Except for such simple announcements as may be required, covering the time of the hearing and similar matters, public statements and publicity about the case by the faculty member, the Appeals Committee, or administrative officers will be avoided so far as possible until the proceedings have been completed, including consideration by the Board of Trustees.

E. For Sanctions Other Than Dismissal

1. If the administration believes that the conduct of a faculty member, although not constituting adequate cause for dismissal, is sufficiently grave to justify imposition of a severe sanction, such as suspension from service for a stated period, the administration may institute a proceeding to impose such a severe sanction; the procedures outlined in IV, D above shall govern such a proceeding.
2. If the administration believes that the conduct of a faculty member justifies imposition of a minor sanction, such as a reprimand, it shall notify the faculty

member of the basis of the proposed sanction and provide the faculty member with an opportunity to persuade the administration that the proposed sanction should not be imposed. A faculty member who believes that a major sanction has been incorrectly imposed under this paragraph, or that a minor sanction has been unjustly imposed, may petition the Faculty Personnel Committee for such action as may be called for.

V. Termination of Appointment for Special Reasons

- A. Termination of a faculty appointment with continuous tenure may occur under extraordinary circumstances because of a demonstrably *bona fide* financial exigency.
1. Definitions and procedures related to financial exigency and therefore to the conditions necessary for termination of a faculty member are described in “The Response of Dickinson College to Financial Exigency,” Chapter Eight, Section I, of this Handbook.
 2. If on the basis of decisions made in accord with these procedures, the President of the College issues notice to a particular faculty member of an intention to terminate the appointment because of financial exigency, the faculty member may request a hearing before the Appeals Committee. The hearing need not conform in all respects with a proceeding conducted pursuant to Section IV, but the essentials of an on-the-record adjudicative hearing will be observed. The issues in this hearing may include:
 - a. Whether procedures outlined in “The Response of Dickinson College to Financial Exigency” have been followed. The substance of the declaration of exigency, if arrived at by following these procedures, cannot itself be called into question.
 - b. Whether the exigency criteria that have been developed are being properly applied in the individual case.

At the conclusion of this hearing, if the Appeals Committee concludes that procedures have not been followed or criteria properly applied, it shall report this to the President of the College, indicating the Committee's reasoning. The President of the College will then decide whether or not to terminate the faculty member's appointment. If the President's decision is at odds with the position of the Appeals Committee, the President will indicate that decision to the Committee and to the faculty member, in writing and with reasons, and will provide an opportunity for further response before transmitting the decision to the Board of Trustees. This decision will also be reported to the faculty member, and to the Faculty Meeting (but only if the faculty member in question requests it).

3. Before terminating a faculty appointment because of financial exigency, the College, with participation by the Faculty Personnel Committee, will make a bona fide effort to place the faculty member concerned in another appropriate faculty position within the institution.
4. In all cases of termination of a faculty appointment because of financial exigency, the faculty member concerned will be given notice of not less than one year, or one year's severance salary and all fringe benefits.
5. In all cases of termination of a faculty appointment because of financial exigency, the place of the faculty member concerned will not be filled by a replacement within a period of five years, unless the released faculty member has been offered

- reinstatement and thirty days in which to accept or decline the offer.
- B. Termination of a faculty appointment with continuous tenure may occur apart from situations of financial exigency as a result of *bona fide* formal discontinuance of a program or department of instruction. The following standards and procedures will apply.
1. The decision to discontinue formally a program or department of instruction apart from situations of financial exigency will be based essentially upon educational considerations, as determined primarily by the Academic Program and Standards Committee and the faculty as a whole, in consultation with the President and the Dean of the College. Before a resolution of discontinuance is brought to the Faculty Meeting for action, faculty members in the department or program in question shall be given an opportunity to argue their case before the Academic Program and Standards Committee. Action by the Faculty Meeting to discontinue a program or department cannot be appealed nor the vote reconsidered for a minimum of five years unless those faculty dismissed as a result of the discontinuance are all offered reappointment.
 2. Before the President of the College issues notice to a faculty member of intention to terminate an appointment because of formal discontinuance of a program or department of instruction apart from situations of financial exigency, the College will make a bona fide effort to place the faculty member concerned in another appropriate faculty position. If no such position exists within the institution, the faculty member's appointment then may be terminated, but only with one year's advance notice of termination, plus provision for at least one year's salary and fringe benefits in severance pay (or an alternative financial arrangement mutually acceptable to the faculty member and the College).
 3. If the President of the College issues notice to a faculty member of intention to terminate that appointment because of formal discontinuance of a program or department of instruction apart from situations of financial exigency, the faculty member may request a hearing before the Appeals Committee. The hearing, and recommendations and decisions resulting therefrom, shall follow the same procedures outlined in Subsection A-2 except that the sole issue in the hearing shall be whether due process was provided the individual. The decision regarding formal discontinuance cannot be put in question.
- C. Termination of a faculty appointment with continuous tenure may occur for reasons of health, physical or mental, provided there is clear and convincing medical evidence that the faculty member cannot continue to fulfill the terms and conditions of the appointment. The decision to terminate will be made by the President of the College only after there has been appropriate consultation among the administration, the Faculty Personnel Committee, and the faculty member's department and after the faculty member concerned, or someone representing the faculty member, has been informed of the basis of the proposed action and has been afforded an opportunity to present the faculty member's position and to respond to the evidence. If the faculty member so requests, the evidence will be reviewed by the Appeals Committee before a final decision is made. In the event that the faculty member's appointment is terminated for reasons of health, the person's salary and all fringe benefits will continue for at least one full year or until such time as long term disability insurance payments become effective.

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- D. In all cases of termination of a faculty appointment for special reasons, the final decision rests with the President of the College unless the faculty member chooses to appeal the decision for an ultimate review by the Board of Trustees.
- E. These same considerations and procedures apply to a faculty member on a probationary appointment if it is proposed to terminate that appointment before the end of the specified term.