

IV. EMPLOYMENT POLICIES

A. *Faculty Qualifications and Professional Education*

1. **Criteria for Academic Ranking**

The master's degree is a minimum requirement to hold faculty rank, and in most disciplines, the doctorate is expected. Continuing professional development, including scholarly activity, is expected to be a life-long endeavor. Ferrum College recognizes that scholarly activities vary according to discipline.

Rank Requirements

Instructor: A master's degree in the teaching field is required. Outstanding recommendations and teaching experience are desired; excellent credentials and recommendations may be accepted in lieu of classroom experience.

Assistant Professor: In most disciplines a doctorate in the teaching field is required. A master's degree is considered a “terminal degree” in a few disciplines (e.g., Social Work; Art). Teaching experience at the college level is desired. Excellent recommendations and credentials are expected.

Associate Professor: The doctorate or other terminal degree in the teaching field and a minimum of six years college teaching experience or the equivalent work in a professional setting are required. Excellent recommendations and credentials are expected.

Professor: The doctorate or other terminal degree in the teaching field and a record of excellent professional accomplishment are required. Twelve years of college teaching experience or the equivalent work in a professional setting is required.

Distinguished Lecturer: This faculty rank is designed for individuals who have a long distinguished career in a professional field or academic discipline and wish to affiliate with the college for limited teaching opportunities. The procedure for approval includes recommendation by the appropriate school, the Dean of the College, the President, and the Academic Affairs Committee of the Board of Trustees. The factors for screening individuals for appointment are:

- a. Genuine desire to teach and share experience and knowledge with students and the college community.
- b. Appropriate credentials and distinguished experience in a related field as judged by the appropriate school of the college and the administration.
- c. Willingness to teach at least one class per year and lecture on special occasions to other classes and College groups.

Faculty Emeritus: Individuals who have retired from the faculty of Ferrum College may be nominated for Faculty Emeritus status by a letter from the members of their former schools. This letter will be sent to the Tenure, Promotion, and Honorary Status Committee, which will invite comments from the general faculty. If this recommendation is approved by the committee, the nominee's name is sent to the president of the college for final action. In the selection of faculty emeriti the

following minimum standards must be met:

- a. The individual retired from the teaching profession while under contract at Ferrum College.
- b. The individual served with distinction a minimum of ten years on the Ferrum faculty.
- c. The services rendered by the individual deserve special meritorious recognition.

Library Faculty Rank: Full-time professional members of the library staff are accorded faculty status as follows:

- a. Assistant Professor - A master's degree in Library Science is required. Professional library experience is desirable.
- b. Associate Professor - A master's degree in Library Science and six years of experience as a professional librarian at the college level are required.
- c. Professor - A master's degree in Library Science and extensive professional library experience are required. A doctorate in Library Science or another appropriate discipline is desirable. Excellent professional performance is expected.

Academic Resources Center: Full-time teaching staff in the Academic Resources Center are accorded faculty status. They must possess at least a master's degree.

2. Commitment to Teaching

No other responsibility takes precedence over teaching. Although the college expects professional development and scholarly activity, teaching excellence is of primary importance.

3. Character

Ferrum College seeks faculty who are committed to the highest intellectual standards and moral values and who exemplify both.

4. Community of Interests

Ferrum College plays a distinctive role in the surrounding area and encourages faculty to make positive contributions to community life. The college affirms its relationship to the United Methodist Church without restricting employment to persons of any religion or doctrinal position.

B. Selection Process for Faculty (Refer to Appendix 1, Section 4)

A search committee, selected by the School Associate Dean will screen applicants by curriculum vitae and transcripts. The search committee shall consist of no fewer than three members preferably at least five including the School's Associate Dean. The Associate Dean will appoint the chair. The committee chair will convey the recommendations of the search

committee to the Academic Dean. The committee chair (in cooperation with the search committee), or the Associate Dean of the School will make arrangements for interviews with those recommended by the search committee.

During the interview process, candidates will be reviewed by the search committee, the School's Associate Dean, the Academic Dean, President, selected faculty members, and students, when available. The search committee, in consultation with these groups and individuals, will present a final ranking of candidates to the Associate Dean and Dean for offering contracts.

C. Faculty Ethical Standards and Code of Conduct

1. Preamble

Ferrum College seeks faculty who are committed to the highest intellectual and moral values and who exemplify both. As members of the Ferrum College community all faculty are responsible for sustaining the highest ethical standards of the institution, and of the broader community in which we function. The college values integrity, honesty and fairness, and strives to integrate these values into its teaching, research and business practices. It is the intent of the Faculty Ethical Standards and Code of Conduct statements to protect academic freedom, to help preserve the highest standard of teaching and scholarship, and to advance the mission of the college.

2. Ethical Standards

- a. Faculty members, guided by a deep conviction of the worth and dignity of the advancement of knowledge, recognize the special responsibilities placed upon them. Their primary responsibility to their subject is to seek and to state the truth as they see it. To this end faculty members devote their energies to developing and improving their scholarly competence. They accept the obligation to exercise critical self-discipline and judgment in using, extending, and transmitting knowledge. They practice intellectual honesty. Although faculty members may follow subsidiary interests, these interests must never hamper or compromise their freedom of inquiry.
- b. As teachers, faculty members encourage the free pursuit of learning in their students. They hold before them the best scholarly and ethical standards of their discipline. Faculty members demonstrate respect for students as individuals and adhere to their proper roles as intellectual guides and counselors. Faculty members make every reasonable effort to foster honest academic conduct and to ensure that their evaluations of students reflect each student's true merit. They respect the confidential nature of the relationship between faculty and student. They avoid any exploitation, harassment, or discriminatory treatment of students. They acknowledge significant academic or scholarly assistance from students. They protect students' academic freedom.
- c. As colleagues, faculty members have obligations that derive from common membership in the community of scholars. Members of the faculty do not discriminate against or harass colleagues. They respect and defend the free

inquiry of associates. In the exchange of criticism and ideas, faculty members show due respect for the opinions of others. Faculty members acknowledge their academic debt and strive to be objective in their professional judgment of colleagues. Each faculty member accepts his or her share of faculty responsibility for the governance of the institution.

- d. As members of an academic institution, faculty members seek, above all, to be effective teachers and scholars. Although faculty members have a right to academic freedom, this right does not limit their responsibility and requirements to follow all provisions in this Faculty Code of Conduct and all other college policies. Faculty members give due regard to their paramount responsibilities within their institution in determining the amount and character of work done outside it. When considering the interruption or termination of their service, faculty members recognize the effect of their decision upon the program of the institution and give due notice of their intentions.
- e. As members of their community, each faculty member has the rights and obligations of other citizens. Faculty members measure the urgency of these obligations in the light of their responsibilities to their discipline, to their students, to their profession, and to their institution. When they speak or act as private persons, they avoid creating the impression of speaking or acting for the college. As citizens engaged in a profession that depends upon freedom for its health and integrity, faculty members have a particular obligation to promote conditions of free inquiry and to further public understanding of academic freedom.
- f. **Appendix 2, Section IV** contains examples of faculty behavior that would constitute violations of the college's ethical standards.

D. Contracts

New faculty will be issued contracts upon accepting an offer of employment. Other full-time faculty contracts for the forthcoming academic years will be issued following the approval of the Executive Committee of the Board of Trustees. Tenured faculty are offered contracts according to tenure policy as outlined in the Faculty Handbook. Non-tenured faculty members' contracts may be renewed at the discretion of the administration. Contracts are normally issued on March 31. Non-tenured faculty contracts must be returned within fifteen days of the date they are made available to the faculty. Failure to return the contract within the fifteen days may result in termination of the contractual offer. Tenured faculty members must return their acceptance of the contract by April 15 of each year. If a faculty member finds a portion of the contract unacceptable she or he should attempt to negotiate a satisfactory solution with the Academic Dean. If such a solution cannot be reached, the faculty member may initiate a grievance according to the grievance procedure as outlined in the Faculty Handbook.

1. Compensation Adjustment Guidelines

The Institutional Effectiveness Advisory Council (IEAC) makes a recommendation to the president by December 1 of each year regarding adjustments in compensation. The president reviews this recommendation and makes a decision concerning the level of salary increase (if any) to include in the proposed budget. After approval by the Executive Committee of the Board of Trustees in March, adjustments are applied to individual pay rates based on the following guidelines:

- a. It is the general practice of the college to first address cost of living increases by giving an equal percentage adjustment to all employees. In certain cases first-year faculty may not qualify for this adjustment.
- b. Any approved funding in excess of the cost of living increase is allocated to Administrative Council members to make additional adjustments within their area based on the following criteria and subsequent approval by the President:
 - 1) Promotion
 - 2) Increased responsibility (documented by change in job description).
 - 3) Recognition of recently received degree or certification.
 - 4) Recognition of documented improvement in skills or qualifications.
 - 5) Adjustments resulting from variances in compensation with similar job categories on campus or in comparison with benchmark groups.

2. **Notification of Non-Renewal of Non-Tenured Faculty**

When a new faculty member is employed, a one-year contract is offered. Faculty members on probationary appointments whose contracts will not be renewed will receive written notice of non-renewal on the following schedule:

- a. **Not later than March 1** during the first academic year of service
- b. **Not later than December 15** during the second year of service
- c. **Not later than August 15** during the third year or any subsequent year of service

In practice, the administration will inform faculty members of non-renewal of contracts as soon as possible.

E. Outside Employment

Employees are not permitted to engage in any other employment or private business or profession during hours in which they are normally employed by Ferrum College.

1. **Outside Employment, Contracts, Professional Consulting, and Grants During the Academic Year**
 - a. Outside employment, contracts, and/or professional consulting are allowed provided they do not interfere with College employment. On-going, outside employment and business activities requiring ten hours or more of time per week should be reported to the Associate Dean and Dean in writing, on an

annual basis.

- b. Faculty members who receive remuneration from grants work done during the academic year must notify the Dean of the College before beginning this work. This work must not interfere with the faculty member's responsibilities to the college.

2. **Remuneration for Grants, Contracts, or Professional Consulting Work Done During the Summer**

Faculty members who receive remuneration from grants, contracts, or professional consulting work, administered by Ferrum College and done during the summer, must notify the Dean of the College before beginning this work.

Outside employment should not be a discredit to the college, nor should an employee use the college's position, name or assets to acquire such employment or to promote business. College equipment, supplies, and facilities are not to be used in connection with outside employment.

F. Compensation and Benefits

1. **Compensation**

Faculty teaching five 3-hour courses or the equivalent in contact hours, in a fall semester will receive one course reassigned time in the following spring semester if this is considered feasible by the School's Associate Dean. If the reassigned time is not possible, the four course load in the spring semester will be considered an overload. Faculty teaching five courses or the equivalent in a spring semester will be considered to have an overload. Overloads will be compensated at \$2,500 for each 3-credit course or its equivalent, and otherwise pro rated. The compensation for overloads will be reviewed every three years to make appropriate adjustments, as necessary, based on changes in the cost of living.

In situations where overloads become routinely necessary in order to staff the required courses in a major program of study, the Dean and the Associate Dean will assess the needs and, as justified and needed, create a plan for seeking additional full-time faculty support to meet the recurring needs of the program.

a. **Stipends**

Responsibilities beyond contractual obligations may be compensated by a stipend. The amount will be negotiated between the faculty member, Associate Dean, and the Dean of the College.

b. **Additional Compensation**

1) **Independent Study for Regular Session**

An independent study cannot be initiated after the college add period unless given special permission from the Dean of the College. The instructor's payment for independent study in a regular session will be determined at the following rate after the professor submits the final grade

to the Registrar: 70 percent of the fee charged for the credit attempted. When the Dean of the College approves an independent study at no charge to the student, the instructor will be paid 70 percent of the independent study rate.

2) Salary for Special Summer Courses

Special compensation for summer employment is based on the following schedule of percentages of nine month salary.

One Course Preparation

- 1 credit hour 3%
- 2 credit hours 5%
- 3 credit hours 7%
- 4 credit hours 9%

The faculty member will be paid this percentage if the class is taught. If fewer than six students enroll and the course is not cancelled, the class will be taught on an independent study basis only and will follow compensation procedures appropriate to independent study for regular class sessions.

3) Faculty Supervision of Student Internships

Faculty directing student internships will be paid at a rate of \$150 per intern after the professor submits the final grade to the Registrar. Reimbursement for approved travel will be at the standard rate.

4) Program Coordinators and Compensation

The college recognizes the important work of program coordinators, but also recognizes that their duties vary widely because of the considerable differences among the college's academic programs. Except for the few program coordinators whose pay is included in their individual contract (e.g. Social Work, Teacher Education, Health Sciences), the college provides each program coordinator a stipend each semester which is calculated according to the following scale based on the number of juniors and seniors officially enrolled in the major at the beginning of that semester:

<u>Cumulative</u>			
<u>Number of Declared</u>	<u>Payment</u>	<u>Level</u>	
<u>Juniors and Seniors</u>	<u>Amount</u>	<u>Total</u>	<u>Total</u>
Up to 5 students	\$200		\$ 200

next 5 students (6-10)	\$40/ student	200	400
next 10 students (11-20)	\$30/ student	300	700
next 10 students (21-30)	\$25/ student	250	950
<u>more than 30 students</u>	<u>\$20/ student</u>	<u>n X \$20</u>	<u>**</u>

**\$[950 +(n X 20)] (up to maximum of \$1,200)

In cases where a program coordinator has significant duties which are not contingent on the number of juniors and seniors in the major (for example, considerable responsibilities in facilities management or in the coordination of lower-level courses in the discipline not tied to the major), the program coordinator and School's Associate Dean may apply to the Dean of the College for a stipend in addition to what the above scale would suggest.

5) **Workload**

The typical workload is twelve credit hours of coursework, typically consisting of four courses. For faculty who use a combination of credit hours plus contact hours, a typical workload would consist of 22-26 credit hours plus contact hours each semester. Contact hours are defined by the hours designated for each course in the "Description of Courses" section of the catalog. There is an expectation for faculty to teach, at least, 50 students per semester. A typical load includes up to three different course preparations.

A typical load includes about 15 advisees.

A typical load includes eight office hours or the equivalent (at double rate) in the ARC.

A typical load includes at least one major committee responsibility.

a) **Adjustments to Workload**

In order to take into account the additional demands, in terms of time and effort, of faculty who serve in some roles on campus, the following is a guide:

Normally, Associate Deans have a nine credit hour load, or its equivalent, each semester.

The Chair of the Faculty Council will have a one-course (the equivalent of three credit hours) reassignment of time each year he/she serves as chair. The semester in which this release occurs must be approved by the School's Associate Dean. As a general rule, the Chair of other faculty governance committees will not be granted a reassigned course. However, in certain cases when workload is anticipated to be far above what is reasonable, the Dean, in consultation with the appropriate Associate Dean, may choose to provide some means of reassigned time depending on the anticipated

workload for a committee.

When a faculty member chairs a self-study steering committee, the Dean and the School's Associate Dean will decide if a load adjustment is needed on a case-by-case basis.

In situations where a faculty member has less than the typical load, the School's Associate Dean, together with the faculty member, will decide on ways in which the faculty member may compensate for the light load in one area by taking on additional responsibilities in another area. This may include reallocation of committee work, advising responsibilities, etc.

In other cases where a faculty member is considerably above the typical allocation of responsibilities, the School's Associate Dean, in consultation with the faculty member will, in the first instance, seek ways in which the workload may be reallocated (e.g., reduction of advising load or committee responsibilities). If this is not possible, the faculty member may be considered for an overload payment, release time, or a reduced load in the following semester (if the excess load is in the fall semester). When a faculty member's workload requires this intervention, he/she will provide the Associate Dean with a written justification for such consideration. The division's Associate Dean and the Dean of the College will agree on measures to be taken to compensate for the overload.

Where advisees are unequally allocated among faculty in a program, the School's Associate Dean will take steps to bring about equity, as soon as possible, in the number of advisees assigned to each faculty member.

These policies are intended to address normal circumstances. Exceptional circumstances will be addressed on a case-by-case basis through discussions involving relevant faculty, the Associate Dean and the Dean of the College. In order to provide flexibility for faculty members and Associate Deans in resolving workload issues, a banking model may be used whereby overloads or under-loads that cannot be resolved in a given semester can be carried forward. All workload balances should be resolved within a two academic year window of time.

b. Compensation

Faculty teaching five 3-hour courses or the equivalent in contact hours, in a fall semester will receive one course release time in the following spring semester if this is considered feasible by the division chair. If that release time is not possible, their four course load in the spring semester will be considered an overload. Faculty teaching five courses or the equivalent in a spring semester will be considered to have an

overload. Overloads will be compensated at \$2,500 for each 3-credit course or its equivalent, and prorated where necessary. The compensation for overloads will be reviewed every three years to make appropriate adjustments, as necessary, based on changes in the cost of living.

In situations where overloads become routinely necessary in order to staff the required courses in a major program of study, the Dean and the Division Chair will assess the needs and, as justified and needed, create a plan for seeking additional full-time faculty support to meet the recurring needs of the program.

7. Advising

Academic advising is a very important responsibility for faculty and staff. It is a cooperative effort between adviser and student in the clarification of the student's educational goals. Advising is a process that is ongoing, multi-faceted, and the responsibility of both the student and adviser. Through communication, advisers assist students in maximizing their educational experience. The student is ultimately responsible for setting and meeting identified goals and published requirements. The adviser serves as a facilitator of the decision making process and helps monitor academic progress.

G. Tenure

Tenure is maintained in higher education because it benefits both institutions and faculty. Tenure requires an in-depth evaluation of faculty for consideration of continued employment with the intent of maintaining a high level of professional competence. Tenure is designed to provide freedom for critical inquiry and open expression. It guarantees academic freedom and acts as a safeguard against unwarranted institutional pressure.

Provisions of Tenure Agreement

Academic tenure is a commitment by Ferrum College to continue employment of faculty except as terminated for adequate and specified cause, voluntary departure, retirement, demonstrably *bona fide* program change, or financial exigencies (see Termination of Tenure statement). Dismissal of tenured faculty can occur only following a fair hearing in accordance with stated College policies and procedures.

Qualifications for Tenure

Ferrum College does not award tenure automatically, but rather on the basis of an evaluative process. This normally extends from the first day of employment through a probationary period consisting of six full-time years as a member of the teaching faculty at the rank of assistant professor or above. In most disciplines a doctorate in the teaching field is required. A Master's degree may be acceptable in certain fields. Candidates for tenure will be evaluated with regard to their competence, reliability, collegiality, and professionalism in the following three areas listed in order of importance: (1) excellence in teaching, (2) continued scholarly growth and professional development, and (3) service to the college and to the greater community.

At the time of the initial contract, a candidate must be informed by the Vice President for Academic Affairs and Dean of the College of the length of any shortened probationary period. This period should not be less than three years. Faculty members will be reviewed for tenure during the final year of the probationary period. In the unlikely event that a candidate is to be hired with tenure, the Tenure, Promotion and Honorary Status Committee must first evaluate and recommend the candidate. The respective School Associate Dean must be informed of any shortened probationary period or variation in tenure status for any candidate when he or she is hired.

Denial of Tenure

A faculty member who is denied tenure may appeal this decision through the procedures included under the section on Termination of Tenure.

This individual is entitled to a final one-year contract following the academic year in which the denial occurred.

1. Tenure Evaluation Procedure

- a. The Vice President of Academic Affairs and Dean of the College will include a letter of tenure eligibility with each Candidate's contract in March of the preceding year to allow the Candidate adequate preparation time to meet the September 1 deadline as stated below. A list of candidates will be forwarded to the appropriate Associate Dean as well as the Chair of Tenure, Promotion and Honorary Status Committee.
- b. On or before September 1 of the tenure year, the Candidate will submit documentation as cited under the Tenure Evaluation Guidelines, Section I, to (1) the Vice President of Academic Affairs and Dean of the College, (2) the Associate Dean within his/her school, and (3) the Chair of Tenure, Promotion & Honorary Status Committee.
- c. Immediately upon receipt of the materials from No. 2 above, the Associate Dean will deliver to the School Tenure Committee his/her copy of the above-described confidential documentation. This Committee will proceed to review the Candidate's documents and can confidentially solicit input as necessary.
- d. Documentation will be reviewed independently by the Vice President of Academic Affairs and Dean of the College, the appropriate Associate Dean, and the School Tenure Committee.
- e. On or before October 1 of the tenure year, the Vice President of Academic Affairs and Dean of the College, the Associate Dean, and the School Tenure Committee will each submit independently a letter of evaluation regarding the Candidate to the Chair of the Tenure, Promotion & Honorary Status Committee along with the Candidate's documentation (dossier). These letters must include a recommendation for or against the granting of tenure and must present supporting evidence relating to such recommendation.
- f. The Tenure, Promotion and Honorary Status Committee will begin reviewing

each Candidate no later than mid-October. At any point during the Tenure Evaluation Procedure, the Candidate or Tenure, Promotion & Honorary Status Committee may request a meeting to address any points of concern.

- g. No later than February 1, the Chair of the Tenure, Promotion and Honorary Status Committee will submit a letter of recommendation along with the Candidate's documentation (dossier) to the President.
- h. The President will inform the Candidate of his or her recommendation to be made to the Board of Trustees for final approval.

2. Tenure Evaluation Guidelines

In addition to a current curriculum vitae, evidence should be provided in each of the following three categories: teaching excellence, scholarship and continued professional development, and service to the College and the community. The following lists under each category are given as points for the Candidate to consider when preparing a dossier for the Tenure Review process. In choosing which points to include, he/she should provide all relevant materials in order to present his/her qualifications in the most thorough manner possible. The following lists are provided for both classroom and non-classroom teaching faculty. They are not ranked as to importance.

a. Evidence of Teaching Excellence

- 1) Classroom Teaching Faculty
 - a) Peer reviews
 - b) Student evaluations
 - i) Teaching
 - ii) Advising (As Available)
 - c) Additional letters of support
 - d) Educational philosophy
 - e) Honors or teaching awards
 - f) Courses taught
 - g) New courses developed
 - h) Syllabi that state course objectives, learning outcomes, and assessment tools
 - i) Use of instructional innovations and assessment of their effectiveness
 - j) Evidence of integrating experiential learning and other educational skills and tools into professional work with students in a variety of settings
 - k) Self-assessment instruments used to evaluate and improve teaching and other professional performance
 - l) Participation in teaching workshops and seminars

- 2) Non-classroom Teaching Faculty
 - a) Peer reviews
 - b) Evaluations by students with whom the faculty member works in a variety of settings
 - c) Additional letters of support
 - d) Educational philosophy
 - e) Professional honors or awards
 - f) Portfolios that document work that the non-classroom teaching faculty member did directly with students, preferably in support of students' classroom work
 - g) Evidence of development of continually improved methods of support for faculty and students
 - h) Written evidence of support given to teaching colleagues
 - i) Use of instructional innovations and assessment of their effectiveness.
 - j) Evidence of integrating experiential learning and other educational skills and tools into professional work with students in a variety of settings
 - k) Self-assessment instruments used to evaluate and improve teaching and other professional performance
 - l) Participation in professional and instructional workshops and seminars

b. Evidence Of Scholarship And Continued Professional Development

- 1) Publications, performances, exhibits, works in progress (both in and out of one's discipline)
- 2) Service as reviewer or referee of articles and texts
- 3) Pursuit of additional coursework and/or degrees
- 4) Membership in professional organizations, including any offices or certificates held
- 5) Attendance at professional conferences and workshops, presentation of papers, service on panel discussions
- 6) Applied professional services appropriate to the discipline
- 7) On-campus peer evaluations assisting in determining the Candidate's knowledge related to courses taught and current pedagogy in his or her field, noting individual personal teaching contributions
- 8) Student research and independent studies supervised
- 9) Student internships/externships supervised
- 10) College grants awarded for professional development

11) External grants applied for or received

c. Evidence Of Service To The College And The Community

- 1) Involvement in campus committee work and service
- 2) Evidence of lending expertise and personal time in the field of expertise, including presentations, consultations, or teaching for outside agencies
- 3) Evidence of interactions outside of the field of expertise
- 4) Assisting with leadership, organization, and activities within the community
- 5) Evidence of campus work with students involving the community
- 6) Notable service such as participation in institutional self-studies, program reviews, *et al.*

H. Mid-Tenure

1. Mid-Tenure Review Procedure

- a. The Vice President of Academic Affairs and Dean of the College will include a notification letter of the upcoming mid-tenure review with each Candidate's contract in March of the preceding year to allow the Candidate adequate preparation time for the review that is designated to occur in the following fall or spring semester.
- b. On or before September 1 of the Fall Semester or February 1 of the Spring Semester of the Mid-Tenure Review Procedure, as designated by the Vice President of Academic Affairs and Dean of the College's notification letter in No.1 above, the Candidate will submit documentation as cited under the Mid-Tenure Review Guidelines, Section I, to (1) the Vice President of Academic Affairs and Dean of the College, (2) the Associate Dean within his/her school, and (3) his/her Mentor.
- c. Immediately upon receipt of the materials from No. 2 above, the Associate Dean will meet with and deliver to the School Tenure Committee the above-described confidential documentation. This Committee will proceed to review the Candidate's documents and confidentially solicit input as necessary. Tenured faculty within the Candidate's subject area or related subject area may submit a letter or letters containing their evaluation of the Candidate to the School Tenure Committee. These letters will then become a part of the Candidate's Mid-Tenure Review packet.
- d. On or before September 15 of the Fall Semester or February 15 of the Spring Semester as designated, the School Tenure Committee will submit their letter of evaluation and any other pertinent documentation to the Candidate's Associate Dean.

- e. The Associate Dean will meet with the Candidate to discuss the results of his/her evaluation at which time the Candidate will be provided with copies of the material from the tenured faculty members within the Candidate's subject area (or related subject areas) and the Associate Dean's written evaluation.
- f. Following this meeting all materials in Item 5 above will be sent to the Vice President of Academic Affairs and Dean of the College by the Associate Dean.
- g. Following receipt of all documentation from the Associate Dean, the Vice President of Academic Affairs and Dean of the College's office will coordinate a meeting with the Academic Dean, the Candidate, the Candidate's Mentor, and the Associate Dean.
- h. A letter from the Vice President of Academic Affairs and Dean of the College summarizing the meeting will be sent to the Candidate and the Candidate's Associate Dean. The Vice President of Academic Affairs and Dean of the College's final Mid-Tenure Review and letter should be candid and informative, noting any problems or concerns that should be addressed prior to the Candidate's standing for tenure.
- i. If, at any point in the process the need arises to do so, the Candidate is free to approach the Chair of Tenure, Promotion and Honorary Status Committee for procedural clarification.

In summary, the informal, advisory Mid-Tenure Review process should be a candid review of the Candidate, one that notes any needed improvements while also recognizing the Candidate's strengths. Copies of these Mid-Tenure Review "Guidelines," as suggested by the Tenure, Promotion and Honorary Status Committee, are available from each Associate Dean or the Chair of the Tenure, Promotion and Honorary Status Committee and are also published in the Faculty Handbook.

2. Mid-Tenure Review Guidelines

In addition to a current curriculum vitae, evidence should be provided in each of the following three categories: teaching excellence, scholarship and continued professional development, and service to the College and the community. The following lists under each category are given as points for the Candidate to consider when preparing a dossier for the Mid-Tenure Review process. In choosing which points to include, he/she should provide all relevant materials in order to present his/her qualifications in the most thorough manner possible. The following lists are provided for both classroom and non-classroom teaching faculty. They are not ranked as to importance.

a.Evidence of Teaching Excellence

1) Classroom Teaching Faculty

- a) Peer Reviews
- b) Student Evaluations
 - i) Teaching
 - ii) Advising (as available)
- c) Additional Letters of Support
- d) Educational Philosophy
- e) Honors or Teaching Awards
- f) Courses Taught
- g) New Courses Developed
- h) Syllabi that State Course Objectives, Learning Outcomes, and Assessment Tools
- i) Use of Instructional Innovations and Assessment of their Effectiveness
- j) Evidence of Integrating Experiential Learning and Other Educational Skills and Tools into Professional Work with Students in a Variety of Settings
- k) Self-assessment Instruments Used to Evaluate and Improve Teaching and Other Professional Performance
- l) Participation in Teaching Workshops and Seminars

2) Non-classroom Teaching Faculty

- a) Peer Reviews
- b) Evaluations by Students with Whom the Faculty Members Works in a Variety of Settings
- c) Additional Letters of Support
- d) Educational Philosophy
- e) Professional Honors or Awards
- f) Portfolios that Document Work that the Non-classroom Teaching Faculty Member did Directly with Students, Preferably in Support of Students' Classroom Work
- g) Evidence of Development of Continually Improved Methods of Support for Faculty and Students
- h) Written Evidence of Support Given to Teaching Colleagues
- i) Use of Instructional Innovations and Assessment of Their Effectiveness
- j) Evidence of Integrating Experiential Learning and Other Educational Skills
- k) Self-assessment Instruments Used to Evaluate and Improve Teaching

and Other Professional Performances

- 1) Participation in Professional and Instructional Workshops and Seminars

b. Evidence of Scholarship and Continued Professional Development

- 1) Publications, Performances, Exhibits, Works in Progress (both in and out of one's discipline.)
- 2) Service as Reviewer or Referee of Articles and Texts
- 3) Pursuit of Additional Coursework and/or Degrees
- 4) Membership in Professional Organizations, Including any Offices or Certificates Held
- 5) Attendance at Professional Conferences and Workshops, Presentation of Papers, Service on Panel Discussions
- 6) Applied Professional Services Appropriate to the Discipline
- 7) On-campus Peer Evaluations Assisting in Determining the Candidate's Knowledge Related to Courses Taught and Current Pedagogy in His or Her Field, Noting Individual Personal Teaching Contributions
- 8) Student Research and Independent Studies Supervised
- 9) Student Internships/Externships Supervised
- 10) College Grants Awarded for Professional Development
- 11) External Grants Applied for or Received

c. Evidence of Service to the College and the Community

- 1) Involvement in Campus Committee Work and Service
- 2) Evidence of Lending Expertise and Personal Time in the Field of Expertise, Including Presentations, Consultations, or Teaching for Outside Agencies
- 3) Evidence of Interactions Outside of the Field of Expertise
- 4) Assisting with Leadership, Organization, and Activities Within the Community
- 5) Evidence of Campus Work with Students Involving the Community
- 6) Notable Service Such as Participation in Institutional Self-Studies, Program Reviews, *et al.*

I. Procedures for Reduction in Force of Tenured Faculty

1. When the President and the Dean of the College determine that a reduction of tenured faculty positions because of financial exigency, the elimination of an entire academic program, or a demonstrated long-term trend of falling enrollment in a program, they will consult with the Faculty Council, Associate Deans and coordinators, the

school(s) that would be affected, and the Curriculum Committee. The purpose of these consultations will be to evaluate the possible impact of reduction of tenured positions on affected programs and to stimulate discussion and consideration of possible alternative measures.

2. The Faculty Council and the Curriculum Committee will conduct a careful and thorough review of all policies in the Faculty Handbook which affect tenure policy and especially item 4 in the section Termination of Tenure ("non-tenured faculty shall be released first"). In every case in which consideration is being given to terminating a tenured position, the Faculty Council and the Curriculum Committee will conduct a study which carefully considers and evaluates possible alternative measures.
3. A special joint meeting of the Faculty Council, Associate Deans, and coordinators (when appropriate), will be called by the President to discuss and review possible alternative measures. If a satisfactory alternative to reduction of tenured faculty cannot be identified, the following procedure for terminating tenured positions will be followed.
4. The President and the Dean of the College will certify to the Faculty Council and the Chair of the Academic Affairs Committee of the Board of Trustees that non-tenured faculty reductions have been made (if applicable) and that a reduction in the tenured faculty will be necessary due to a demonstrated long-term trend of falling enrollment, elimination of educational programs, or financial exigency.
5. Working cooperatively, the Dean of the College, the Curriculum Committee and Faculty Council, hereafter called the Reduction Committee, will follow the procedure described below:
 - a. Determine the number and types of tenured faculty positions that need to be eliminated.
 - b. The Dean, in consultation with the appropriate Associate Dean(s) will recommend to the Reduction Committee the individuals to be released. With careful deliberation, the Reduction Committee will consider this recommendation by applying the following criteria:
 - 1) Teaching ability
 - 2) Credentials and experience in professional field
 - 3) Professional development accomplishments during employment
 - 4) Length of tenure
 - 5) Evaluations
 - 6) Extra class involvement at the college
 - c. After careful review of the recommendations of the Dean and Associate Dean(s), the Reduction Committee will report to the President the name(s) of the individual(s) to be released and provide a summary of the basis for this decision. If the Reduction Committee and the Dean cannot agree on the

individual to be released, both will submit a recommendation to the President. The President will notify the individual(s) of his/her decision within two weeks of receiving a recommendation from the Dean and the Reduction Committee.

- d. Individuals who have been notified by the President that they are being released may appeal the decision to a special appeals committee within thirty (30) days of notification.
6. Tenured faculty whose positions are eliminated will be considered for other openings where they have training, qualifications and commitment. If this is impossible, the college will assist the terminated faculty member in finding other suitable employment. Also, they will be reinstated should vacancies (for which they are qualified) occur in the following 24 months. On being recalled, a tenured faculty member would have 30 days to accept the offer after being notified in writing. Failure to accept the offer would revoke all rights to recall at a later date under this provision. The faculty member must keep the college informed of his or her address at all times.
7. Upon re-employment of a tenured faculty member, all rights related to salary, fringe benefits, and services shall be fully restored according to the current scale. Released tenured faculty members in standing for re-employment may pay the total premium for life and hospitalization insurance (provided the policy allows) and those occupying college housing may remain for a period of 24 months if rental fees are paid.

J. Promotion

1. Eligibility

For a faculty member to be eligible for promotion, he or she must first meet the following criteria based on date of employment:

- a. Faculty members employed prior to 1994-95 academic year are eligible to be considered for promotion after five years in rank at Ferrum College.
- b. Faculty members employed beginning after the 1994-95 academic year are eligible to be considered for promotion after six years in rank as a full-time teaching faculty member at Ferrum College. Instructors who complete the doctorate or other terminal degree may be reviewed immediately for promotion to the rank of assistant professor.

The faculty member must be aware that degrees acquired and length of service in rank at Ferrum College are necessary but not sufficient conditions for promotion.

2. Procedure

An eligible faculty member seeking promotion will proceed as follows:

- a. This Candidate will submit to the Chair of the Tenure, Promotion, and Honorary Status Committee three copies of the request for promotion and all supporting materials no later than November 1 of the current academic year.

This dossier of materials must include a current curriculum vitae, the candidate's evaluations by the Associate Dean for the last three years as available, and summaries of student evaluations and comments from the last three years. The dossier should also include evidence of teaching excellence, evidence of scholarship and continued professional development, and evidence of service to the college and the community. It might also include solicited letters of support.

- b. Upon receipt of the dossier, the Chair of the Tenure, Promotion, and Honorary Status Committee will deliver a copy of this dossier to the Vice President for Academic Affairs and Dean of the College and to the Candidate's Associate Dean.
- c. The Vice President for Academic Affairs and Dean of the College and the candidate's Associate Dean will submit their written recommendations to the Chair of the Tenure, Promotion, and Honorary Status Committee no later than December 15.
- d. The Chair of the Tenure, Promotion, and Honorary Status Committee will deliver the Committee's recommendation along with the candidate's dossier to the President by March 1.
- e. The President will notify the candidate and the Chair of the Tenure, Promotion, and Honorary Status Committee of his/her decision by March 20.
- f. It is recommended that the Vice President for Academic Affairs and the Dean of the College notify the faculty body of promotions at the earliest possible time.

K. Faculty Emeritus Status

1. Eligibility

An individual who has retired from the faculty of Ferrum College may be nominated for Faculty Emeritus status by a member or members of his/her former School. In order for an individual to be nominated for Faculty Emeritus status, the following minimum standards must be met:

- b. The individual retired from the teaching profession while under contract at Ferrum College.
- c. The individual served with distinction a minimum of ten years as a member of the Ferrum faculty.

2. Procedure

The nomination process will be as follows for an individual meeting the above-stated requirements:

- a. A nomination must be made to an individual's School Tenure Committee no later than November 1 of the Fall Semester.
- b. The nominee's School Tenure Committee will present the nominee's name to the school for review at the final school meeting of the fall semester, and if

approved by majority vote of the school, the School Tenure Committee will then complete a letter of support signed by the tenured members within the school.

- c. No later than December 1, this letter of nomination will be sent to the Chair of the Tenure, Promotion, and Honorary Status Committee.
- d. Upon approval by the Tenure, Promotion, and Honorary Status Committee, the nomination for confirmation will be brought to the floor of the first faculty meeting of the spring semester by the Chair of this Committee.
- e. Upon confirmation by the faculty, the nominee's name and a letter of recommendation will be sent by the Chair of the Tenure, Promotion, and Honorary Status Committee to the President of the College for final action, with a copy of this letter going to the Vice President for Academic Affairs and Dean of the College.

L. Honorary Degree

1. Eligibility

Any individual who is connected to or has had an impact on or relationship with Ferrum College or the surrounding community and who is, therefore, initially deemed to be deserving of special meritorious recognition by the College may be nominated by a member of the faculty or staff to receive the honorary Doctor of Human Letters degree.

2. Procedure

The nomination process will be as follows for an individual meeting the above-stated requirements:

- a. The nomination with supporting documentation (curriculum vitae, letters of recommendations, etc.) must be presented to the Chair of Tenure, Promotion, and Honorary Status Committee by the faculty or staff member making the nomination no later than November 1 of the Fall Semester.
- b. The Chair of the Tenure, Promotion, and Honorary Status Committee will present the nominee's name and packet of information to Committee members at their next meeting.
- c. Upon approval by the Tenure, Promotion, and Honorary Status Committee, the nomination for confirmation will be brought to the floor of the first faculty meeting of the spring semester by the Chair of the Committee.
- d. Upon confirmation by the faculty, the nominees' name and a letter of recommendation will be sent by the Chair of the Tenure, Promotion, and Honorary Status Committee to the President of the College for final action.
- e. The presentation of this award will be made at the next commencement.

M. Evaluations

1. Faculty Evaluation Form (Refer to Appendix 3, Section IV)

a. Purpose

This form is designed to foster discussion between each faculty member and his or her associate dean in order to enhance the work of all members of the college community. The evaluation will be used for all the normal institutional purposes including professional development, salary determinations, promotions, tenure decisions, terminations, and strategic planning for the best use of college resources.

b. Directions

1) Part I

Associate deans will complete the sections in Part I. They are to include comments in the general areas of teaching, professional development, and service to the college or community. Comments should include as many specifics as possible. Evaluations in all three areas should indicate clearly the standards being applied and the evidence upon which the comments are based.

2) Part II

Non-tenure track and tenure-track faculty must complete all three sections of Part II at each annual evaluation. Tenured faculty must complete section one of Part II at each five-year evaluation. Tenured faculty must also complete section one of Part II at least once during the interval between evaluations, typically at the end of the second or third year from the last evaluation. For tenured faculty, completion of sections two and three of Part II is optional but strongly encouraged, especially if the faculty member anticipates requesting resources from his or her respective school or from the college to assist in professional development.

3) Faculty Evaluation Conference

After the forms have been prepared, the faculty member should meet with the associate dean to read and discuss both parts of the evaluation.

a) **Part I:** If the two individuals agree with the associate dean's comments in Part I, then the associate dean and the faculty member will meet again within a week of the first meeting in order to formalize that part of the evaluation with signatures. This part of the evaluation will then be sent to the Dean of the College. If they do not agree, then the faculty member will prepare a self-evaluation to be discussed at a second meeting. If they can agree on one at this time, a third form will be prepared and signed. Only this third form will be sent to the Dean of the College. If a third form cannot be agreed upon, then the two forms will be forwarded to the Dean. Faculty members retain the right of direct rebuttal to the associate dean's evaluations; therefore, if they choose to do so, they may prepare written rebuttals that will accompany the evaluation forms. All documents relating to Part I

should be housed in the Dean's office and made available, upon request, to the faculty member who has been evaluated.

b) **Part II:** This part of the evaluation serves to keep the associate dean informed of the faculty member's current work, along with both short and long-term plans, goals, etc. The third section allows the faculty member to suggest resources that could help him or her work more effectively. This part of the evaluation becomes an important planning resource for the associate dean and will be kept as part of the faculty member's personnel file maintained by the associate dean. Part II can be revised and updated at any time during the evaluation period.

4) Evaluation period: [specify time period covered by this evaluation]

2. Evaluation of the Academic Dean

Purpose: To offer constructive criticism designed to foster the best possible performance in meeting assigned responsibilities.

Procedure: The Faculty Council will work with Associate Deans to develop an evaluation instrument based upon the job description in the Faculty Handbook. The Associate Deans and the Faculty Council will elect a member from their joint body to coordinate and discuss the evaluations with the Dean. The Dean will have completed a self-evaluation, and this too shall be incorporated into the discussion. The evaluation forms, including the self-evaluation, will be forwarded to the President by the coordinator, a person selected from and by the joint committee of chairs and Faculty Council. Any written explanation may be included by the coordinator or Dean of the College. This evaluation should be completed during the month of March prior to the issuance of contracts.

3. Evaluation of Associate Deans

Purpose: To offer constructive criticism designed to foster the best possible performance in meeting assigned responsibilities.

Procedure: Using a form developed by the Dean of the College, in conjunction with the Faculty Council, each member of the school will evaluate his or her Associate Dean, and the Associate Dean will do a self-evaluation. A coordinator of evaluation will be selected by the school to collect the evaluations, discuss them with the Associate Dean, and present them to the Dean. The Associate Dean and the coordinator may include written commentaries on the evaluation. This evaluation shall be completed during the spring semester of each year no later than March 1.

4. Evaluation of the President

A method of evaluating the President's performance has been developed by the Board of Trustees. A copy of this procedure will be made available for review by faculty in the office of the Executive Assistant to the President.

N. Retirement

1. General Information

Ferrum College does not have a specific age at which an employee must retire.

However, an employee must be able to perform his or her assigned duties in a competent manner. An employee must be fifty-five years of age or older and have worked a minimum of ten full-time, consecutive years with the college immediately prior to retirement to be considered a retiree of the college.

Retirees may continue enrollment in the college health and/or dental insurance program. Arrangements must be made with the Human Resources Office prior to the effective date of retirement. The retiree must pay the entire amount of the monthly premium, payable in advance, by personal check or cash. The college does not contribute to the retired employee's insurance premium.

Retirees who wish to work at the college on a part-time basis must reapply for employment. Continuation of work as a part-time employee is not automatic and depends on availability of positions.

2. Phased Retirement Plan (PRP)

Faculty members contemplating retirement may wish to taper off their teaching and phase-in their retirement status by dropping back to half-time teaching at a commensurate reduction in pay. This program is designed to help faculty members who wish to phase-into retirement by gradually moving from full-time status into retirement.

Any faculty member who meets the criteria for retirees from Ferrum College immediately prior to the start of the PRP is eligible to participate in this program. Eligible faculty may participate only if staffing in their program would permit such a reduction in load. This will be determined by the Associate Dean and the Dean of the College.

Faculty participating in PRP will teach one-half the normal load, advise a normal share of upper-level advisees, and serve on faculty committees as needed by the school (determined by the Associate Dean). Faculty participating in PRP may advise freshman, if needed, and if they are interested.

Faculty members participating in the PRP will be paid 55% of their full-time salary. They would continue to receive Ferrum College's health insurance benefits, and they could participate in the Ferrum College Retirement program (TIAA/CREF) with contributions being made at the 55% level. Faculty on PRP will remain eligible for Tuition Remission and Tuition Exchange benefits.

Faculty on PRP will continue to have full use of their office, normal secretarial support, and normal faculty privileges regarding use of the library, parking and admission to campus events.

Faculty members can participate in PRP on a year-to-year basis for up-to three years, after which the faculty member must fully retire. A faculty member may wish to go onto the PRP plan for a trial period of one year. At the end of that year, they may decide to return to full-time status (and thereby delay retirement). If, however, they

elect to continue on PRP for a second year, then they must fully retire at the end of the second year or at the end of the third year. They may not remain on PRP more than three years.

Upon retirement, the faculty member is eligible for any health insurance and other benefits offered to other retirees of the college.

After retirement, faculty members may teach on an adjunct basis for adjunct pay on an as-needed basis. This would be determined by the Associate Dean and the Dean of the College.

O. Resignation

A faculty member has an obligation to notify the college of a proposed resignation not later than June 1. As a matter of professional courtesy, non-returning faculty should try to make such a decision by March 15. Faculty members may properly request a waiver of this requirement of notice in case of hardship or in a situation where they would otherwise be denied substantial professional advancement or other opportunity.

P. Faculty Grievance Procedure

1. **Policy** - Ferrum College recognizes the importance of providing an opportunity for our employees to voice complaints and to receive a fair hearing. These complaints will receive prompt and considerate action. The dignity of an individual will be held in the highest regard at all times, and the right of appeal will not jeopardize a position, undermine a reputation, or result in discrimination.
2. **Definition** - A grievance is a work-related problem or condition which an employee believes to be unfair, inequitable, or discriminatory, or a hindrance to that individual's job performance. A grievance does not include policy decisions which are handled by appeal through the normal governance channels.
3. **Time Limits** - The initiation of a grievance must occur within 30 working days after the employee has obtained knowledge of this first occurrence or omission causing the grievance. This 30-day time restriction is applicable whether or not the employee seeks resolution through informal or formal procedures.
4. **Preliminary Procedures**
 - a. Ferrum College has a standing Grievance Committee composed of tenured faculty members. These faculty members shall be elected annually to the Grievance Committee by a vote of the faculty.
 - b. The Grievance Committee shall annually elect a Chair no later than two weeks after the election of its members.
 - c. A committee member called to testify in a hearing will recuse him/herself from the Grievance Committee responsibility for that particular hearing.
 - d. The committee will act only when a petition, in writing, from a petitioner is received by the Chair of the Grievance Committee.

- e. A committee member within the school of the petitioner may, at his or her discretion, remove him/herself from a particular hearing.
- f. A committee member who believes him/herself unable to render a fair judgment (e.g. by reason of close personal association) may resign from a particular hearing.

5. **Hearing Procedures**

a. Informal

- 1) The majority of complaints/grievances are best resolved by informal conferences and discussions with one's Associate Dean. If this discussion provides no solution, the employee may request a meeting with the Vice President and Dean of the College.
- 2) If these meetings do not provide a solution, the employee may request an informal meeting with the President prior to the filing of an official grievance in an effort to resolve the matter informally.

b. Formal

The aggrieved party will submit in writing a petition to the chair of the Faculty Grievance Committee within ten days of the final informal hearing that sets forth, in detail, the nature of the grievance and states against whom the grievance is directed. The petition should contain any factual or other data which the petitioner deems pertinent to the case. Statistical and factual evidence of improper discrimination, including discrimination in salary, may be used in establishing a prima facie case. The Grievance Committee will decide whether or not the facts merit a detailed investigation. If the faculty member succeeds in establishing a prima facie case, it is incumbent upon those who made the decision to come forward with evidence in support of their decision. Submission of a petition will not automatically entail investigation or detailed consideration thereof. The committee may seek to bring about a settlement of the issue(s) satisfactory to the parties. The Chair of the Grievance Committee will immediately forward the petition to the Dean, unless the grievance is against the Dean, in which case it will be forwarded to the President. Within one week Chair of the Grievance Committee will notify each member of the Grievance Committee and make a copy of the petition available to the committee in a central location. The committee shall meet within two weeks of the Chair's notification.

The committee, in executive session, will review and discuss the petition and all other documents or other information relating to the decision. Both the petitioner and the administration will submit all relevant data at this point. It will set the time and place for the hearing which will be held within two weeks of the committee's initial meeting. The committee will request, in advance, a list of spokespersons. Spokespersons must be college personnel; any exception can be made only by committee vote. Committee hearings are closed meetings. All proceedings will be tape recorded.

The committee's order of presentation will be as follows:

- 1) a) Petitioner
b) Spokespersons on behalf of petitioner
- 2) a) College representative
b) Spokespersons on behalf of the college
c) Other interested parties
d) Discussion and Questions

6. Decision Procedures

From the hearing order of presentation, the following will occur:

- a. Committee deliberation
- b. The committee chair and committee will vote simultaneously
- c. The committee's recommendation will indicate whether a decision is unanimous or a majority. The chair of the Grievance Committee will send the recommendation to the President, the Dean, and the aggrieved party within five days of committee's decision.
- d. The President will reach a decision about the case and notify the aggrieved party within two weeks of receiving the recommendation. The aggrieved party may elect to have a personal meeting with the President prior to the decision being rendered.

If the aggrieved party is not satisfied with the decision of the President, he/she may appeal that decision. Appeals must be made in writing to the president within thirty (30) days of the notification of the faculty member of the decision being appealed.

A Special Appeals Committee will be named and will meet as soon as possible and will be composed of three trustees and three faculty members. The chair of the Board will appoint the Trustees, with at least one Trustee to be from the Academic Affairs Committee. The faculty representation will consist of two tenured members selected by the chair of Faculty Council and one member selected by the petitioner. The committee will select its own chair.

In addition to the petitioner and the President, each side may bring one more person to speak to the Appeals Committee. Either side may also bring additional witnesses with the approval of the committee, and the committee on its own may choose to call any witnesses not otherwise designated.

The purpose of the appeal is not to have another group “re-hear” the case; rather, the appeal must be made for one of the following three reasons:

- 1) The petitioner has new information which was not available to the Grievance Committee or the President at the time of the original decision.
- 2) Ferrum College did not follow its stated policies and procedures related to the grievance process; or

- 3) There is evidence of bias or prejudice on the part of the Grievance Committee or the President.

The Special Appeals Committee will first satisfy itself that one or more of the above listed conditions are present. Only if the committee is so satisfied, will it re-open the case for further consideration. If none of the conditions listed above is deemed present, then the decision of the President stands, and the Special Appeals Committee will notify both the President and petitioner of its decision not to proceed further in the process and will disband the committee.

If the Special Appeals Committee determines to re-open the case and finds in favor of the petitioner, then the decision is final and both the college and the petitioner will abide by its decision; however, in cases where the petitioner is a candidate for promotion or tenure, the candidate may appeal the President's decision through separate appeals procedures as outlined for promotion decisions in the Faculty Handbook. If, however, the Special Appeals Committee is called as a result of a grievance hearing decision and the petitioner's case deals with his or her candidacy for promotion or tenure, a favorable decision by the Special Appeals Committee would place that candidate's application in the regular review process, requiring the approval of the Board of Trustees.

The Appeals Committee and the petitioner will be provided all written material used by the President in reaching the decision being appealed.

At any point in the process a settlement may be made by the petitioner with the President.

Decisions will be communicated to the petitioner and President within thirty (30) days of the last meeting of the Appeals Committee.

The exception to this process will be in cases of dismissed termination of tenure because of deficient performance.

Q. Dismissal

1. Deficient performance

- a. Like all faculty members, those who are tenured will undergo a regular evaluation as prescribed in the section on Faculty Evaluation. Faculty members will be notified by their Associate Deans of any deficiencies in their performance.
- b. The Dean of the College and the appropriate Associate Dean may determine that a faculty member's performance is inconsistent with the faculty responsibilities detailed earlier in this *Handbook*. Following such an evaluation, the Dean of the College will notify the tenured faculty member in writing of the probability of his or her being placed in a two-year remedial program to correct the deficiency. If the next annual evaluation determines that the problem has not been rectified, the Associate Dean and the Dean may agree to place the individual on a two-year program designed to correct the

problem. If the problem is corrected but then recurs in subsequent evaluations, the Associate Dean and the Dean may choose to place the faculty member directly into the program of remediation. Such programs may involve adjustments in workload, changes in assignment, counseling, development projects on or off campus or other similar activities. Normally it is expected that remediation programs will begin no later than the fall semester following the annual spring evaluation.

- c. If the Dean of the College determines that the deficiency has not been corrected following the annual evaluation conducted during the second year of the program of remediation, the Dean may recommend to the Tenure and Promotion Committee that the faculty member receive a terminal contract or that the remediation period be extended. The Associate Dean will also submit a recommendation to the Tenure and Promotion Committee for or against termination or for extending remediation. If the Tenure and Promotion Committee decides in favor of termination, it will accordingly make a recommendation to the President and will notify the faculty member within one week of its decision. If the Tenure and Promotion Committee declines to recommend termination, it will so notify the Dean of the College who will promptly inform the faculty member that his or her tenure will be continued.
- d. A tenured faculty member who receives notice of termination of contract from the President based upon deficient performance may appeal the decision to a Special Appeals Committee within thirty (30) days of being notified of the action. The Appeals Committee has the options of recommending an additional period of remediation followed by re-evaluation, deciding in favor of the appeal, or deciding against it.
- e. Grounds for appeals:
 - 1) Stated college policy or process was not followed.
 - 2) The decision was based on inadequate or incorrect information.
 - 3) Discrimination based on age, race, gender, ethnicity, etc.
 - a) The Special Appeals Committee will be composed of three faculty members and two members of the Board of Trustees. One faculty member shall be selected by the Dean, one by the person recommended for release, and one by the Faculty Council. Only one of the faculty members may be from the released person's academic school. No one from the Tenure, Promotion and Honorary Status Committee shall serve on the Special Appeals Committee unless selected by the person recommended for release. The person recommended for release will make the first selection to the committee. The members of the Special Appeals Committee from the Board of Trustees shall be selected by the Academic Affairs Committee of the Board of Trustees.

- b) The faculty member selected by the Faculty Council will convene the Special Appeals Committee. The first item of business of the meeting will be the selection of a chairperson for the Committee.
- c) The purpose of this appeal is not to have another group “re-hear” the case. The Special Appeals Committee will first satisfy itself that one or more of the above listed Grounds for Appeal are present. Only if the committee is satisfied that one or more of the stated Grounds for Appeal are present will the committee re-open the case for further considerations. If none of the conditions is present, then the decision of the President will stand and the Special Appeals Committee will notify both the petitioner and the President of its determination, and the committee will disband.
- d) If the Appeals Committee hears the case and finds in favor of the petitioner, then the petitioner’s status as a tenured faculty member remains. If the committee rules against the petitioner, then the decision is final, and both the college and the petitioner will abide by this decision.
- e) The Chair of the Special Appeals Committee will report the outcome of this process to both the President and the petitioner.

2. Termination of Tenure

The benefits expected to be derived from tenured faculty members are such that the college should make it difficult to terminate such a contract. Tenure may be terminated for the following reasons:

- a) Resignation or retirement of the tenured faculty member.
- b) Neglect of contractual obligations.
- c) Incapacity (except that a temporary incapacity shall be recompensed according to the college's insurance agreement and the faculty member retains tenure).
- d) Termination or reduction of personnel in teaching field resulting from discontinuance of a program. Non-tenured faculty shall be released first and every effort shall be made to relocate tenured faculty elsewhere or use them in some other appropriate capacity at this institution (See “Provisions of Tenure Agreement” above).
- e) Under extraordinary circumstances because of financial exigencies.
- f) Conviction of felony.
- g) Moral turpitude.
- h) Performance inconsistent with the Faculty Responsibilities as described

previously in this *Handbook*.

A tenured faculty member who accepts an administrative post with the College will be eligible for reappointment as a tenured faculty member.

In decisions affecting non-renewal or denial of tenure the faculty member shall be given the opportunity to submit materials in support of an adequate consideration of the circumstances. Upon request, candidates shall be informed in writing of all such decisions and be advised of the reasons which contributed to the decisions upon request. If a faculty member believes that non-renewal or denial of tenure has resulted from misunderstandings, or an inadequate consideration of performance and credentials, action may be initiated under procedures outlined in the Procedures for Termination or Appeal of Denial of Tenure. The first appeal must be made within four weeks of the receipt of the notice of the decision. A separate appeal procedure exists for persons appealing termination because of performance inconsistent with Faculty Responsibilities

3. Procedures for Appeal of Denial of Tenure

A tenured faculty member whose contract is being terminated must be notified at least one year prior to such dismissal. One year's salary may be paid in lieu of such notice, with length and quality of service considered. Exceptions to this requirement are implicit in Reasons for Termination of Tenure. When such dismissal or non-appointment to tenure is being considered, procedures shall be:

- a. A preliminary conference shall be held with the Dean of the College.
- b. At the option of the faculty member, a decision may be appealed.
- c. Appeals must be made in writing via the president within thirty (30) days of the notification of the faculty member of the decision being appealed.
- d. A special Appeals Committee will be named and will meet as soon as possible and will be composed of three trustees and three faculty members. The chair of the Board will appoint the trustees, with at least one member from the Academic Affairs Committee of the Board of Trustees. The faculty representation will consist of two tenured members selected by the chair of Faculty Council and one member selected by the petitioner. The committee will select its own chair.
- e. In addition to the petitioner and the president, each side may bring one more person to speak to the Appeals Committee. Either side may also bring additional witnesses with the approval of the committee, and the committee on its own may choose to call any witness(es) not otherwise designated.
 - 1) The purpose of this appeal is not to have another group “re-hear” the case. Rather, the appeal must be made for one of the following three reasons:
 - a) The petitioner has new information which was not available when the President’s reached this decision;
 - b) Ferrum College did not follow its stated policies and procedures related to the process; or
 - c) There is evidence of bias or prejudice in the decision.

- f. The Appeals Committee will first satisfy itself that one or more of the above listed conditions are present. Only if the committee is so satisfied, will it re-open the case for further consideration. If none of the conditions is deemed present, then the decision of the President stands, and the Appeals Committee will notify the petitioner and the President, and the committee will be disbanded.
- g. The Appeals Committee and the petitioner will be provided all written material used by the President in reaching the decision being appealed.
- h. At any point in the process a settlement may be made by the petitioner with the President.
- i. If the Appeals Committee hears the case and finds in favor of the petitioner, then the candidate's application for tenure will be placed into the regular review process for approval by the Board of Trustees. This requires that the applicant must first be recommended by the Academic Affairs Committee of the Board, and then approved by the full Board. If the committee rules against the petitioner, then the decision is final, and both the college and the petitioner will abide by this decision.

The Chair of the Appeals Committee will report the outcome of this process to both the president and the petitioner. Decisions will be communicated to the petitioner and president within thirty (30) days of the last meeting of the Appeals Committee.

R. Sabbaticals and Faculty Leave

Sabbatical leave may be granted to faculty members for further professional study and improvement. The conditions of eligibility and the terms of sabbatical leave are as follows:

- 1. Faculty members on sabbatical shall be relieved from all teaching, research, administrative functions and committee work for the period of the leave so that their full time may be devoted to the purposes for which the leave is granted.
- 2. Faculty members are not ordinarily expected to engage in other employment during the period of sabbatical. Should the applicant propose to do so, any such plans must be justified in terms of the general spirit of the sabbatical program and approved by the Dean.
- 3. Acceptance of leave implies an obligation to return to active employment as a member of the faculty for at least one year. Applicants for sabbatical must sign an agreement to continue their service to Ferrum College for one year upon completion of the sabbatical or must repay to Ferrum College all salary received while on leave, plus appropriate interest.
- 4. Tenured faculty are initially eligible for sabbatical after they have a total of seven years of full-time teaching service at the college. They are again eligible for sabbatical upon completion of each six-year period of full-time teaching thereafter. Tenure is required for the granting of a sabbatical.

5. Sabbaticals are ordinarily granted for an entire academic year at up to one-half salary or for one semester at up to full salary. If faculty members receive support from outside sources, this will be taken into account in determining the salary and fringe benefits to be received from the college. One semester sabbaticals may be granted for the fall but are usually considered only for the spring semester.
6. The applicant must file a written request for a sabbatical with the Associate Dean by November 1, and with the Dean of the College by December 1 of the year preceding the academic year for which the leave is desired. The letter of request should include the following facts.
 - a. Length and dates of leave desired.
 - b. Statement of any previous leave.
 - c. A detailed statement of the applicant's scholarship and professional development plans..
 - d. A full statement of any anticipated additional compensation or assistance related to the applicant's project.

The Associate Dean will respond to the request in writing within thirty (30) days, and forward that response to the Dean and the applicant. The leave must be evaluated by the Associate Dean and the Dean of the College, with the Dean making the final recommendation to the President for his/her approval. Sabbaticals granted will be reported by the Dean of the College to the Academic Affairs Committee of the Board of Trustees and to the Trustees as information.

Upon completion of sabbatical, faculty members are expected to submit a report to the Dean of the College detailing the scholarly and professional development outcome accomplished during the leave and the progress made toward the stated goals for which the leave was granted.

S. *Miscellaneous Policies*

Faculty participation in college ceremonies

All faculty members are required to participate in Commencement exercises, Fall Ceremony of Initiation and Affirmation, and Baccalaureate. Faculty who do not wish to participate for religious or other legitimate reasons should seek the approval of the appropriate Associate Dean. Academic regalia is required. Faculty who do not own caps, gowns, and hoods, may rent them through the college bookstore. Fall Ceremony of Initiation and Affirmation, Baccalaureate, and Commencement are the normal occasions for wearing full academic dress.

FACULTY RECRUITMENT GUIDELINES

(Revised 09/2007)

Preface

The recruitment of new faculty to the academy is becoming an increasingly more daunting task. Ferrum College is taking this challenge seriously and we have formalized (and professionalized) our recruitment guidelines in order that we create the best possible image of Ferrum to this important constituency (those individuals who express interest in faculty employment at Ferrum). This document represents our effort to create professional and consistent practices and processes across the three Schools in Academic Affairs and all of the campus-wide offices that interface with faculty recruitment and retention.

Ferrum College is a four-year liberal arts institution committed to teaching excellence, on-going faculty development and scholarship, and service. Its faculty recognizes that an effective culture of learning is one in which students are invited to become active participants in the discovery and application of knowledge. The Ferrum College Faculty appreciates the connection between theory and practice, and strives to develop a culture of teaching and learning that nurtures and cultivates the mind and the heart. We aim for our students to gain understanding, skills and the dispositions that will help them tackle issues and challenges of the human condition and civilization at Ferrum, and beyond in their communities, the nation and the world. Equally important, the Ferrum College community places a high premium on our commitment to student success as measured by persistence, retention, and graduation. Identifying colleagues whom we wish to recruit and to invite to join the ranks of our faculty is a task we take very seriously. In sum, our commitment to a vibrant academic and co-curricular learning culture and our devotion to student success provide the “book ends” to our philosophy of faculty recruitment. We want to work proactively to attract the best faculty to fit these criteria and to fit the special ethos of Ferrum College. We seek strong teacher/scholars who can contribute to and engage in a vibrant learning culture with a focus on student success.

It is important to note that our faculty recruitment guidelines do not preclude flexibility. The various Schools and individual programs within each School will be able adapt the elements of the process that are pertinent to their particular areas. It is expected that the Associate Dean and Program Coordinators will meet on a frequent basis through the search process.

Recruitment and Retention of a Diverse Faculty

Ferrum College is committed to recruiting and retaining a diverse faculty. We see this as an important way to add value to the educational experiences we seek to offer Ferrum’s students. **We believe strongly in the value of seeking to recruit, hire and retain faculty role models representative of the diversity implicit in the College’s mission statement, in keeping with our commitment to a broad educational experience for our students, and that is relevant to the 21st**

Century. The College, the Associate Dean and each search committee should seek to employ steps to include candidates representing diversity in each selection pool. (See Appendix for suggestions for increasing diversity in faculty searches.)

Faculty Search Timeline

Tenure-track and full-time faculty searches should normally begin in the fall and an academic year **before** the new faculty member is selected. In other words, a search for 2008-2009 should begin in fall 2007. It is expected that the job description and advertisement will be ready no later than September 15. Equally important, the position authorization request will be submitted for approval by the end of September.

The hiring of adjunct faculty members is often influenced by evidence of need. In this case, the Associate Deans, in consultation with the Vice President and Dean of the College, will exercise their discretion in terms of when to begin this process. The Adjunct Faculty Contracts will continue to include language (an exit clause) that allows the College to withdraw an appointment due to inadequate enrollment.

Advertisement Process and Job Description

The Associate Dean will work with the Program Coordinator seeking a new hire to identify needs and write a justification for the position requested. They will collaborate on a draft of the job description and advertisement. The ad will be submitted by the Associate Dean to the Vice President and Dean of the College for review and approval. Each program coordinator will be expected to create and maintain a database of professional organizations and publications to which the advertisements will be sent. The Associate Dean and the program coordinators will design a checklist which will be used by various search committees. A checklist will encourage a systematic, logical and understandable approach to the process for identifying potential candidates and eliminating those who do not satisfy the stated minimum qualifications. The checklist will include common elements and those relevant to specific academic programs.

Composition of the Search Committee(s)

The Associate Dean will be responsible for making the appointments for each search committee. In making these appointments, the Associate Dean will confer with the appropriate Program Coordinators. Each search committee will be composed of at least four (4) faculty members, with one member from outside the school. If this is not possible, one of the search committee members must be from outside the discipline of the position. A Program Coordinator may or may not choose to serve as chair of the committee. **The Associate Dean will be ex-officio on his/her respective school search committee(s) and may participate in any and all the activities of each search committee. It is imperative that the Associate Dean take a keen interest in and responsibility for the recruitment and review of candidates for Ferrum College faculty positions.**

The Role of the Office of Human Resources

The Office of Human Resources will place the advertisements in the various publications. The Associate Deans (in consultation with the Vice President and Dean of the College) will provide all specifics to the HR Office. The HR Office will also be responsible for creating an on-going log of applicants for each position and for sending a written acknowledgement to each applicant as applications are received. HR will subsequently be in charge of sending a form letter to those applicants who were not selected. The search committee chair will be responsible for providing this list to the HR office following the conclusion of the search process.

Pre-Campus Phone Screening Interview

A pre-campus interview would be customary with large candidate pools and should be conducted **before** the search committee decides who they would like to invite to campus. This part of the process is especially significant because it will provide the college and the candidates an opportunity to address the issue of “mutual fit.” It will also demonstrate our interest in the candidates. The pre-campus screening will be in the form of a telephone interview. Student participation is encouraged at this stage of the search process. At the end of this process, the committee will share their impressions with the Associate Dean. It will be the responsibility of the Associate Dean to relay those impressions to the Vice President and Dean of the College.

The First Cut: The Top 5-10 Candidates

The search committee should submit to the Associate Dean and the VPAA the top 5-10 candidates. No invitations for campus interviews should be extended until the Associate Dean and VPAA have reviewed the top list. The Top List will be narrowed by the Search Committee to the top 2-3 candidates. After input and approval from the Associate Dean and VPAA, campus interviews may begin for the top 2-3 candidates. At this stage, if the candidate pool does not include at least one candidate who would promote the College’s goal of hiring a diverse faculty, the Search Committee must request permission of the VPAA to invite any candidates to campus.

Checking References

A thorough and careful reference check should be conducted before the candidates are invited for on-campus interviews. Various search committee members will share the responsibility of completing this assignment. It will be important to have an early start on this task to make sure that the time frame between the on-campus interview and final decision is not too long.

A list of appropriate and inappropriate interview questions will be made available from the Human Resources Office to be used as a guide in both the Reference Check and the Campus Interview process. Each candidate’s reference check process should be handled ethically and in a highly professional manner.

Recommendation for Interview

It will be the responsibility of the search committee to make a written recommendation of its top three (3) candidates to the Associate Dean. The recommendation must clearly state the reasons for the committee’s recommendation. It should include the following: the strengths of the candidates, any discernible

weaknesses, and the impressions of those who participated in the process. The Associate Dean will work with the search committee chair and they will agree upon the candidates who will be referred to the Dean for an interview. The Associate Dean will only reconvene a search committee if there are serious disagreements among the committee members or between the committee's choice and the impressions of the Associate Dean and/or the Dean. Matters of this sort will be addressed and resolved in a timely and professional manner.

The Dean prefers a blind review the top five candidates' application packets (that is, without knowledge of the Committee's and Associate Dean's recommendation). The Dean will then discuss impressions of the candidates with those of the Associate Dean and Search Committee. A final decision regarding invitations for campus interviews will be made by the Associate Dean and the Dean.

The Campus Interview

The designated search committee will be responsible for the on-campus interviews of up to the top two or three candidates. The committee will prepare an itinerary well in advance of the candidates' visits. It will be expected that these candidates will meet at least twice with the search committee. The candidates will also meet with relevant administrative personnel (including the Associate Dean, the VPAA), faculty members of the specific academic program(s), Director or Assistant Director of Human Resources, and selected students. At separate times, each candidate will be required to give a teaching demonstration and a presentation on his/her scholarship geared to an undergraduate audience. The search committee will provide the candidates with a written and clear description of the expectations. Every attempt should be made to have each candidate meet with the VPAA/Dean of the College. No one will be hired into a faculty position without meeting with or having a conversation with the VPAA/Dean of the College. If the VPAA/Dean is away from campus, one of two alternatives may be chosen: have the candidate meet with the President if s/he is available, or have the candidate meet with one an Associate Dean from outside the School.

The candidates visiting campus will be housed either on campus or in one of the hotels in Rocky Mount. A faculty member will be assigned to serve as the host of the candidate. This will entail meeting the candidate at the hotel and transporting the individual to campus and back to the hotel, depending on the duration of the stay. It will be the responsibility of this faculty member to pick up and drop the candidate at the designated airport.

A part of the on campus tour will be conducted by one or two students identified by the Program Coordinators. (This may also be coordinated by the Office of Admissions). It will be important to obtain the student perspective on whether the candidates would be a "right fit" for Ferrum College. Also, this will be an opportunity for the candidates to develop a good sense of the student they will be working with, in and outside the classroom.

The Post-Campus Interview

It will be the responsibility of the search committee to gather information derived from the various constituencies involved in the search processes. This will include feedback from those who attended the candidates' presentations, on-campus student guides, students' sessions with the candidates, and faculty members within specific academic disciplines. The search committee should use a post-interview evaluation form which will be filled out by those who were involved in the process. These comments should be collected and included for the VPAA/Dean's review.

Recommendation for Hiring

It will be the responsibility of the search committee to make a written recommendation of their top candidate to the Associate Dean. The recommendation must clearly state the reasons for the committee's action. It should include the following: the strengths of the candidates, any discernible weaknesses, and the impressions of those who participated in the process. The Associate Dean will review the document and then make a recommendation to the Vice President and Dean of the College. The chair of the search committee should call the finalist to offer the job. From there, the Associate Dean will be the one to contact the candidate to negotiate salary, etc.

The Associate Dean will only reconvene a search committee if there are serious disagreements among the committee members or between the committee's choice and the impressions of the Associate Deans. Matters of this sort will be addressed and resolved in a timely and professional manner.

Candidates selected by the search committee and affirmed by the Associate Dean and the Vice President and Dean of the College will be informed on a timely basis of the outcome. The unsuccessful candidates will receive a phone call from the chair of the search committee. **(By this time, letters should have already been sent to those who did not make the interview stage. See Human Resources section)**

In the event that an international faculty member (without H1 visa) becomes a finalist for a faculty position, if questions are asked about the college's assistance with one's visa, here is what the College will do:

- The college will provide assistance with the application paperwork.
- The college will allow the use of all or part of the moving expense allotment for visa expenses, if the faculty member so chooses.

What about the Cost of the Search Process?

The cost of the search processes will be incurred by the Office of the Vice President and Dean of the College. While we wish to treat our candidates with hospitality and graciousness, we want to pay special attention to keep our expenses prudent and reasonable. **For duplication costs of materials submitted by candidates, the Dean's Office will provide to each school a special copy code number to be used only for duplication of materials in the recruiting process.**

Assessment of the Search Process

Each year, the VPAA and the Associate Deans in Academic Affairs will assess the effectiveness of the search procedures, including an assessment of progress made on improving the Ferrum College faculty (e.g., % with terminal degree; improving the diversity of applicant pool, and faculty).

Appendix A: Suggestions for Seeking a Diverse Pool of Candidates

1. Attend sessions on diversity issues at national higher education associate meetings.

2. Attend diversity caucus sessions at field-specific professional association meetings.
3. Work with existing contacts to discover strong potential candidates and develop new contacts.
4. At professional meetings, look out for strong graduate students – even those just advancing into candidacy – and faculty at other institutions for whom Ferrum might be appealing.
5. Visit graduate schools and communicate with placement officers at graduate programs.
6. Seek nominations from colleagues in the field.
7. Work with Alumni groups and the Board of Trustees to advise them of openings and of the diversity we seek.
8. Seek Fulbright scholars and use the Williams Professorship to attract a more diverse faculty.

Appendix 2, Section IV

Examples of Faculty Behavior That Violate College Ethical Standards

3. Arbitrary denial of access to instruction.
4. Significant failure to adhere, without legitimate reason, to the rules of the faculty in the conduct of courses, to meet class, to keep office hours, or to hold examinations as scheduled.
5. Violations of the Confidentiality and Privacy Policy, Faculty members must comply with all federal laws, state laws, agreements with third parties, and college policies and principles pertaining to the use, protection, and disclosure of various types of confidential, proprietary, and private information. Such policies apply even after the faculty member's relationship with the institution ends.
6. Evaluating faculty members by criteria not directly reflective of professional performance.
7. Intentionally misrepresenting personal views as the position of the institution.
8. Engaging in a romantic or sexually involved relationship with a student whom the faculty member teaches, advises, coaches, or supervises in any way.

Evaluation Form for Ferrum Faculty

Part I: Professional activity (completed by the Associate Dean)

Indicate clearly the standards being applied and the evidence upon which the comments are based.

How do you assess this faculty member's teaching effectiveness?

Data sources: Student evaluations, class visit reports by one of the following: mentor, coordinator, peer (approved by AD).

How would you evaluate this faculty member's performance in terms of pursuing high professional standards in his or her field?

Source: vitae, Profess, workload reports, publication review, self-reports, AD observations, etc.

How would you evaluate the faculty member's contribution to college or community?

Self reported vitae data, workload reports, Profess, personal observation, AD observations, etc.

Part II: Professional planning (completed by the faculty member)

Professional profile: List activities, honors, achievements etc. that are currently in progress or that you have completed since the last evaluation session. Pay particular attention to items which you feel help define your professional "profile" and that you want to be part of the planning record which the associate dean may use in budget planning for the school and in advising the dean on resources relating to faculty development. You may include goals, current priorities, etc.

Source: Faculty supplied documentation.

Goals/plans/anticipated activities, if not included in section above: (Optional for tenured faculty, but essential if the tenured faculty member expects to request faculty development resources or other assistance requiring advanced planning by the Associate Dean.) List goals or current priorities which you feel will help guide your progress in the next evaluation cycle. Because this section may be somewhat speculative, it may be updated or revised at any time during the evaluation cycle to reflect your current progress.

Faculty development and support census: What new or augmented resources (money, facilities, staffing, etc.) can you recommend that would enhance your effectiveness in the classroom or in other areas of your professional activities?

GENERAL PERSONNEL POLICIES STATEMENT

In addition to this Faculty Handbook, it is suggested that faculty become familiar with general personnel policies available through the Ferrum College Human Resources Office, as many of the general personnel policies and procedures are applicable to all personnel, including faculty.