

III. POLICIES OF CENTRE COLLEGE RELATIVE TO ACADEMIC FREEDOM AND THE EVALUATION OF FACULTY

A. ACADEMIC FREEDOM

Like most democratic concepts, academic freedom is difficult, perhaps even impossible, to define precisely and unambiguously. It is a guarantee of the right of a special kind of free speech in a special kind of community—the College or university. Ideally, academic freedom is a privileged responsibility that attempts to ensure free inquiry and free expression for members of the Faculty and for students, without fear of restraint, sanction, interference, intimidation, or reprisal from within or without the institution. Procedures for grievance and for adjudication of possible violations of academic freedom are provided in III.N.

The policy of Centre College regarding academic freedom is defined in the following four paragraphs.

1. The Faculty member is entitled to freedom in research and in the publication of results, subject to the adequate performance of his or her other academic duties; but research for pecuniary return should be based on an understanding with the authorities of the College.
2. The Faculty member is entitled to freedom in the classroom in discussing subject material, but he or she should be careful to avoid persistently introducing material that has no relation to the subject.
3. A Faculty member is a citizen, a member of a learned profession, and a teacher at an educational institution. When one speaks or writes, he or she should be free from institutional censorship or discipline, but his or her special position in the community imposes special obligations. As a person of learning and as a teacher, one should remember that the public may judge the academic profession and the College by one's utterances. Hence, one should at all times strive to be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that he or she is not speaking for the College.
4. The Faculty member also is entitled to the free search for truth and its free expression in his or her various non-teaching duties in the life of the academic community. However, the Faculty member is always obliged to speak and act responsibly, with honest care for the common good; to respect and defend free inquiry; and, in the exchange of criticism and ideas, to show due respect for the opinions of others.

B. PERFORMANCE STANDARDS

First and foremost, Centre College requires and values effective teaching. Second, the College expects evidence of scholarly and professional activity and achievement, and third, of service to the College and community.

1. Effective Teaching

Effective teaching involves caring for students as persons; stimulating interest in the

Faculty member's subject; promoting students' mastery of the facts, theories, and methods of the Faculty member's subject; encouraging students to learn independently; helping students improve skills in thinking, writing, and speaking; assisting students in identifying and clarifying the values that infuse learning; and encouraging students to become creative, responsible members of society.

In teaching, the Faculty member shall exhibit high professional and personal standards of performance and shall demand high standards of performance from students. The College shall utilize the best Faculty-approved evaluation procedures it can devise to provide a sound basis upon which to make judgments about effective teaching.

2. Scholarly and Professional Activity and Achievement

A Faculty member's scholarly and professional activity and achievement shall be judged in terms of maintaining professional competence and academic currency through research and other creative endeavors; publication, the presentation of work, performances, and exhibits; participation in scholarly seminars and institutes, and attendance at professional meetings; or other activities, such as professional consulting, advising professional organizations, and holding membership or offices in professional organizations.

3. Service to the College and Community

A Faculty member's service to the College and community shall be evaluated in terms of his or her ability to work with colleagues and his or her contributions to the College through advising, committee work, administrative assignments, sponsorship of student organizations, and similar activities.

Contributions to the larger community shall be taken into account insofar as they pertain to the purposes of the College and to the individual's professional responsibility.

C. RANKS AND PROFESSIONAL STANDARDS FOR RANK

Centre College recognizes four Faculty ranks: Instructor, Assistant Professor, Associate Professor, and Professor. All ranks may be held with either a regular or a visiting appointment. Rank at the time of initial appointment shall be determined by the Dean of the College after consultation with the search committee. Professional standards for each rank are stated below.

1. Instructor

An Instructor shall hold a post-baccalaureate degree or its equivalent in training or in tangible scholarly achievement. Normally, he or she shall be pursuing a terminal degree.

2. Assistant Professor

An Assistant Professor shall have a Ph.D. degree or its equivalent in training or tangible scholarly achievement, plus some teaching experience. To be appointed or promoted to the rank of Assistant Professor, a person shall show strong promise of effectiveness in teaching.

3. Associate Professor

An Associate Professor shall have met the standards for Assistant Professor and shall have

attained a strong record of effective teaching and demonstrated a capacity for continuing growth in scholarly and professional activity and achievement and service to the College and community (see III.B.).

4. Professor

A Professor shall have met the standards for Associate Professor and shall have maintained a strong record of effective teaching and established and maintained a record of significant scholarly and professional activity and achievement and service to the College and community (see III.B.). Initial appointment by the College to the Associate Professor or Professor rank may be made for persons who have elsewhere demonstrated professional achievement and rendered service comparable to that required for these ranks at Centre College.

D. EVALUATION

1. On-Going Evaluation of all Faculty

Members of the Centre College Faculty shall be evaluated annually on the basis of their performance in each of the three areas defined in III.B.: effective teaching, scholarly and professional activity and achievement, and service to the College and community.

The performance of all members of the Faculty with regular appointments shall be reviewed annually by the President, the Dean of the College, the Associate Dean, and the appropriate Division Chair. Untenured Faculty members shall receive a review letter every year; Associate Professors shall receive a letter every other year; and Professors shall receive a letter every third year. These evaluations shall be based principally on student course evaluations, reports of classroom visits, the curriculum vitae, the annual Faculty Activity Summary (see III.D.4.) and other information that Faculty members may provide.

Untenured Faculty members on either regular or visiting appointment shall be evaluated annually for purposes of reappointment and tenure. In addition, as part of the tenure process, untenured members of the Faculty with regular appointments shall be evaluated at the mid-point of their probationary period (i.e., a mid-probationary review during their third year, or during the second or third year for Faculty members whose probationary period is four or five years, respectively) and during the year prior to the final year of probation.

2. Student Course Evaluations

All Faculty members, both full-time and part-time, shall have the following number of their courses evaluated by students each academic year. Tenured Faculty members shall be evaluated in at least two courses each year. Untenured Faculty members in their third year of teaching or beyond shall be evaluated in at least four courses each year. First and second year Faculty members shall be evaluated in at least five courses each year. Part-time Faculty members shall have at least half of their courses evaluated each year. All evaluations shall be read by the Associate Dean and by the appropriate Division Chair. Either the Associate Dean or the Division Chair will discuss with the individual Faculty

member any concerns that warrant special attention. Sample course evaluation forms are included in Appendix D.

3. Classroom Visits

Each untenured Faculty member shall receive during each academic year at least three announced classroom visits by the Division Chair or by another Faculty member designated by the Division Chair. At least one of these visits shall be made by the Division Chair. A written evaluation noting the date, nature, and results of each visit shall be made by the Division Chair or the Faculty member designated by the chair. A sample evaluation form for classroom visits is included in Appendix D. Instead of using this form, visitors may respond to its questions on a separate sheet. The visitor shall send a copy of the proposed evaluation to the untenured Faculty member, who shall have the right to request a meeting with the visitor to be held within three business days following receipt of the proposed evaluation. After any such meeting with the untenured Faculty member, the visitor will have the option of revising the proposed evaluation. Within two weeks of the classroom visit, the visitor shall send copies of the final evaluation to the untenured Faculty member and to the Division Chair, who shall promptly send a copy to the Dean of the College. The untenured Faculty member may also choose to send comments on the final evaluation to the visitor and to the Division Chair, who shall promptly send a copy to the Dean of the College. A copy of the final evaluation and of any comments by the untenured Faculty member on the final evaluation shall be placed in the untenured Faculty member's open file. These documents shall be read as part of the annual review, mid-probationary review, and tenure review.

4. Faculty Activity Summaries

Early in January of each year, the Dean of the College shall send to every Faculty member a form on which the latter shall record his or her activities of the preceding calendar year in the areas of teaching, scholarly and professional activity and achievement, and service to the College and community, a current curriculum vitae, and a statement of professional goals. The deadline for returning the completed form to the Dean with a copy to the Division Chair shall be such as to permit its use in the annual review. Copies of completed activity summaries shall be placed in the Faculty member's open file. The FAS form is included in Appendix D.

5. Open File

An open file for each Faculty member shall be kept in the office of the Dean of the College. The open file, which shall be available to the Faculty member at any time during normal office hours, to the members of the Committee on Tenure and Reappointment at the times of the mid-probationary, tenure and promotion reviews, and to the Dean of the College, the Associate Dean of the College, and the President at any time, shall contain the following:

a. a current curriculum vitae;

b. an optional statement by the Faculty member, written at the time of the mid-probationary, tenure, and promotion reviews, in which he or she describes his or her

achievements and future goals as a teacher and scholar, and amplifies or explains any of the materials in the open file;

c. annual Faculty Activity Summaries;

d. course evaluation summaries;

e. sample syllabi and paper/project assignments submitted at the discretion of the Faculty member;

f. reports of classroom visits;

g. materials relating to the Faculty member's scholarly and professional activity and achievement—articles, publicity, etc.; and,

h. reports of the annual and mid-probationary reviews.

6. Closed File

A closed file for each member of the Faculty on regular appointment shall be kept in the office of the Dean of the College. The closed file shall be available at any time to the Dean of the College and the President, and available to the members of the Committee on Tenure and Reappointment at the times of the mid-probationary, tenure, and promotion reviews. It shall contain the following confidential items, which shall be collected by the Dean of the College at the time of the mid-probationary, tenure, and promotion reviews:

a. evaluations from members of the Faculty member's program and from other colleagues who can assess his or her work; and

b. letters solicited from current and former students, the Division Chair, and the Associate Dean.

For promotion to full Professor, the Special Subcommittee on Promotions may request letters from outside scholars who are able to judge the Faculty member's professional or scholarly work. Any such letters shall be placed in the closed file. (See Appendix B: By-Laws of the Centre College Faculty, 6c.)

The contents of the open and closed files become the basis for the assessment of each Faculty member. As part of its responsibility to assure a fair and thorough evaluation for mid-probationary, tenure, and promotion reviews, the Committee on Tenure and Reappointment and the Special Subcommittee on Promotions may consult with the Faculty member, the Dean of the College, or other persons.

E. APPOINTMENT

The appointment of all members of the Faculty shall be made on the nomination of the President to the Board of Trustees and in accordance with the procedures for appointment that are stated in this section.

As a fundamental policy, the College appoints the most qualified applicant for a post, regardless of race, national origin, political beliefs, creed, handicap or disability, age, sexual orientation or gender. The College is committed to equal employment opportunity for all persons.

The ultimate purposes of the College's Faculty personnel policies are to provide Centre College with a Faculty of excellence and high achievement, and to ensure fairness, academic freedom, and appropriate professional security for each individual. All appointments, promotions, tenure, and salary decisions depend upon both the qualifications and performance of the individual and the College's fiscal condition and long-term needs and priorities. All full-time members of the Faculty without continuous tenure are normally appointed for one-year terms.

In evaluating a prospective appointee, the College shall consider carefully the following factors: potential for excellence in teaching and scholarship; integrity; the originality and significance of the candidate's research and creative work; the breadth and liberality of his or her mind; the probability of continued intellectual growth; insight into and dedication to the objectives of liberal education; flexibility in response to changing curricular needs; and respect for the values derived from the College's historic Judeo-Christian tradition.

1. Classification of Appointments

a. Categories of Appointment

Centre College normally makes appointments in two categories, based on their relation to tenure.

(1) Regular Appointments

Regular appointments are those that include tenure at the time of initial appointment or that carry eligibility for tenure. Such appointments are of two kinds.

a) Appointments with Tenure (See III.G.)

b) Probationary or Tenure-Track Appointments

Probationary appointments do not include tenure but may lead to consideration for tenure. Such appointments are normally for one-year terms. They are subject to renewal but contain no right of renewal.

(2) Visiting Appointments

Visiting appointments are those that neither include tenure nor carry eligibility for tenure. They are made under various special circumstances as indicated in the letter of appointment. Visiting appointments are described below.

a) Full-time Visiting Appointments

Full-time visiting appointments are for a specified period. They are subject to renewal only at the initiative of the College. According to the terms outlined in the letter of appointment, the appointee may serve on the Council and its

committees and hold other responsibilities associated with regular appointments. If a visiting appointment is followed consecutively by a regular appointment, the letter of regular appointment shall state whether or not the term of the visiting appointment shall apply toward eligibility for tenure. Full-time visiting appointments shall be evaluated according to the procedures of evaluation set forth in III. D., particularly with respect to student course evaluations (D.2.) and classroom visits (D.3.).

b) Part-Time Visiting Appointment

Part-time visiting appointments are for persons who carry less than a full teaching load for a specified period of time. They are subject to renewal at the initiative of the College. Part-time appointees hold no responsibilities other than those related to their classroom instruction, unless otherwise agreed between the appointee and the College. The newly appointed part-time Faculty member shall be oriented with all new full-time Faculty members prior to the start of the fall term. Should the new part-time Faculty member be hired in mid-year, the Dean of the College shall arrange for an orientation session for that individual close to the beginning of the term. All part-time Faculty members shall have a requirement of office hours and accessibility to students.

If there is the expectation or possibility of retention or rehiring of a part-time Faculty member, the Division Chair or program chair shall arrange to make a classroom visit and class evaluation forms shall be distributed to half of the classes of the part-time Faculty member. The Division Chair and the Associate Dean of the College shall conduct an annual review of continuing part-time Faculty members at the time of the regular annual reviews of all Faculty members.

Benefits for part-time Faculty members shall be determined at the time of contractual agreement.

c) Adjunct Appointment

Adjunct appointments are for persons whose principal association with the College is something other than classroom teaching; for example, research, music instruction, or consulting. Adjunct appointments may involve various institutional courtesies, as defined in the letter of appointment, and may or may not include remuneration. They are made for an indefinite period but may be terminated at any time by either the College or the appointee.

2. Procedures for Full-time Appointments to the Faculty

When a new full-time appointment to the Faculty is contemplated, the Dean of the College shall appoint a special search committee of at least five members of the Faculty. This committee, which shall normally include the Division Chair, one or more members of the program concerned, and at least one member from outside the program, shall work with the Dean to seek a person suitable for recommendation to the President of the College.

Recommendation for appointment shall be made by the search committee, in consultation with the members of the program, to the Dean of the College. The Dean shall review the recommendation with the President. The President shall review the recommendation and, if he or she agrees, shall make the offer of appointment. If a regular (tenured or tenure-track) offer is accepted, the President shall ask the Board of Trustees to approve the appointment at its next meeting.

The selection process for full-time Faculty appointments includes: (1) search, (2) screening, (3) campus interview, (4) recommendation, (5) appointment, and (6) report. Candidates shall be informed of the status of their application and of decisions that affect their candidacy.

a. Search

Normally, the search shall include a formal announcement of the opening in major national journals and notice to leading graduate schools in the field as well as personal contact with colleagues. The announcement shall be prepared by the search committee in consultation with the Dean of the College. It shall include such information as rank, responsibilities, and deadlines, and shall specify materials to be submitted.

b. Screening

An initial screening shall be conducted to identify superior candidates (usually from three to five). Screening shall be based upon a review of the resume, recommendations, and other materials submitted by the applicant. When feasible, telephone contact or an interview at a professional meeting shall be arranged by the College.

c. Campus Interview

To assist the candidate in making a campus interview, the College shall reimburse the invited candidate for travel expenses incurred and shall provide meals and lodging throughout the scheduled interview period. Normally, during the campus visit the search committee shall arrange meetings for the candidate with the President, the Dean of the College, members of the appropriate program, including students, and such other members of the campus community as may be helpful to the committee's considerations. The candidate normally shall give a lecture or other instructional presentation as additional evidence of his or her interests and teaching abilities.

d. Recommendation

The search committee, in consultation with the members of the program, shall recommend a candidate to the Dean of the College. The recommendation shall include rank and other terms of appointment.

e. Appointment

The President, upon the recommendation of the Dean of the College, shall offer to the individual selected formal appointment to the Faculty (when tenured or tenure track, subject to confirmation by the Board of Trustees). Following a successful background check, the offer shall be made in writing and shall specify rank, salary, and other conditions of appointment. Where appropriate, the individual shall be advised prior to

probationary appointment of the criteria and procedures for reappointment and for tenure. The individual shall also be advised of the institutional factors that may affect his or her prospects for renewal and tenure.

f. Report to the Dean of the College

The search committee chair shall submit a report to the Dean of the College indicating the manner in which the position was advertised, the total number of candidates broken down by gender, degrees held, and diversity information, the top candidates and their characteristics, and a rationale for the outcome.

Note: This search process shall be abbreviated when time does not permit. However, under such circumstances, no tenure-track offer shall be made.

3. Procedures for Part-Time Appointments to the Faculty

The need for a new part-time appointment to the Faculty shall be discovered and articulated by the program chair, who shall discuss that need with the Division Chair. Should they agree, they shall consult with the Dean of the College and ask for funding. If the Dean agrees to fund the position, the chairs and Dean shall determine the length of service needed, the specific courses to be taught and the skills requisite for the service.

The position shall be advertised or broadcast as best suits the need, either by contacting universities in the area, consulting files of those already expressing interest in teaching at Centre College or by public posting.

Eligible individuals shall be identified by the program, by search or self-identification. When the Dean has reviewed curriculum vitae and qualifications of eligible candidates for the position, the Dean shall arrange for an interview. Normally, the candidate(s) shall meet with members of the program and the Dean of the College, and may teach a sample class. Following a successful background check, the Dean shall offer the successful candidate a contract in writing. Salary shall normally be set based proportionate to the teaching load of a full-time Faculty member with similar degrees and qualifications.

The Office of the Dean of the College shall maintain a complete file of materials associated with the hiring, qualifications, teaching evaluations and contractual data of each part-time Faculty member until such time as there is no prospect of rehiring; then those materials shall be archived.

F. REAPPOINTMENT

1. Criteria for Reappointment:

A candidate for reappointment to the Faculty must satisfy high standards of performance related to effective teaching, scholarly and professional activity and achievement, and service to the College and community, as described in Section B. In addition, his or her reappointment must be consistent with institutional needs. Institutional needs are defined in terms of the overall fiscal condition of the College, patterns of student enrollment in the College and in courses, curricular emphasis, and academic flexibility. It is expected that continuance of appointment during the probationary period shall normally reflect a

consensus among administrative officers and those members of the Faculty who teach in the academic program involved.

2. Procedures for Reappointment

a. Annual Review

There shall be an annual review of each untenured Faculty member at a time consistent with the standards for notice of the termination of appointment (see III.I.2). The review shall be conducted by the President, the Dean of the College, the Associate Dean, and the appropriate Division Chair. They shall review the summaries by the Associate Dean and Division Chair of the course evaluation forms, the annual Faculty Activity Summaries, the memoranda from the classroom visits made by the Division Chair and other colleagues, the curriculum vitae, and any other information provided by the Faculty member. The Dean of the College or the Division Chair shall write a letter to the Faculty member by June 15 to communicate the substance of the review.

b. Mid-Probationary Review

The review of a tenure-track Faculty member's performance during the third year (or, rarely, during the second year for Faculty whose probationary period is four or five years) of a regular appointment shall be conducted under the direction of the Committee on Tenure and Reappointment. The performance standards, procedures, and sources consulted shall be equivalent to those used in a review for tenure except for the number of confidential letters solicited from students and alumni. For the Mid-Probationary Review, the Dean of the College shall solicit confidential letters from current students and alumni of the College. Six shall be solicited from a list of twelve submitted by the Faculty member under review, and nine others shall be randomly selected from the Faculty member's current and past class rosters. These fifteen students and alumni shall be asked to submit confidential letters in which the writers evaluate the candidate's effectiveness as a teacher and advisor.

The Committee on Tenure and Reappointment shall report its evaluation and recommendations to the Dean of the College by February 15. After consultation with the program and Division Chairs, the Dean shall meet with the Faculty member under review to discuss the committee's evaluation. The Dean shall prepare a report for the Faculty member's open file and shall send a copy of the report to the Faculty member. Following the interview, and by March 1, the Dean shall make a recommendation to the President of the College regarding reappointment.

G. TENURE

The primary purpose of tenure is to safeguard academic freedom. Tenure protects the right of open inquiry and free expression by providing a form of professional security special to and important for academia.

1. Definition of Tenure

Tenure is the status attained by those members of the Faculty with full-time, regular teaching appointments who have served an appropriate probationary period and who have undergone the relevant processes of review and have been approved for tenure.

A Faculty member with a tenured appointment shall have a continuing obligation to maintain and improve his or her professional performance at the College. This may involve the development of new administrative and teaching responsibilities to meet the needs of the academic program and of the College. A person with tenure may accept an assignment to an administrative position without interrupting or impairing tenure. Tenure, however, applies only to rank and service of the Faculty; administrative assignment is subject to change based upon the annual contract.

Dismissal from a tenured appointment shall occur only if the position itself is eliminated or if the health or behavior of the Faculty member warrants it under the procedures described in Sections I. Termination and J. Dismissal for Cause.

2. Criteria for Tenure

For tenure-track appointments, the criteria for attaining tenure are threefold: (1) completion of the probationary period, (2) performance that meets the standards of the College, and (3) the needs of the institution.

Faculty members having a Ph.D. degree or its equivalent in training or tangible scholarly achievement are eligible to be tenured after six years of full-time teaching. A person may be given up to a maximum of two years of credit toward eligibility for tenure for prior full-time teaching at other Colleges and universities; however, for tenure-track appointments, no fewer than four years must be served at Centre College. The Dean of the College is charged with the responsibility of determining the nature of a Faculty member's service elsewhere. The initial letter of appointment shall indicate the number of years of credit the individual has been granted. For a tenure-track appointment at the rank of assistant professor, achieving tenure normally includes promotion to the rank of associate professor. A candidate for tenure shall meet the professional standards for associate professors set forth in III.C. Tenure is inherently selective since it involves a permanent commitment of the College to a particular academic field.

3. Procedures for Tenure

By September 1 of the year prior to the final year of probation, the Dean of the College shall notify the Faculty member in writing of the upcoming tenure review and invite him or her to submit appropriate materials to be placed in the candidate's open

file. The Dean shall also inform the candidate of the October 15 deadline for submitting those materials.

During the fall term of the same year, the Dean of the College shall solicit confidential letters from current students and alumni of the College. Eight shall be solicited from a list of sixteen names submitted by the Faculty member under review, and sixteen others shall be randomly selected from the Faculty member's current and past class rosters. These twenty-four students and alumni shall be asked to submit confidential letters in which the writers evaluate the candidate's effectiveness as a teacher and advisor. In addition, the Dean shall request from the Associate Dean a letter that provides information about the candidate's teaching and contributions to the College.

These letters shall be placed in the candidate's closed file by November 1, and shall be available to the members of the Committee on Tenure and Reappointment, the Dean, and the President.

The Division Chair shall evaluate the candidate and recommend for or against granting tenure. The evaluation shall be based on: (1) letters solicited by the Division Chair from tenured members of the program committee, and from other tenured Faculty members as appropriate, (2) a survey by the Division Chair of other persons at the College who know the candidate's work, (3) student course evaluations, (4) the records of the annual and mid-probationary reviews, (5) the annual Faculty Activity Summaries, and (6) the material submitted by the candidate to the Dean of the College for the open file. The Division Chair's letter, accompanied by all solicited letters received, shall be placed in the candidate's closed file by November 1.

Once all the aforementioned letters are in the candidate's closed file, the Committee on Tenure and Reappointment shall evaluate him or her in relation to the performance standards of effective teaching, scholarly and professional activity and achievement, and service to the College and community. In order to secure helpful information bearing on the candidate's performance, the committee may meet with the President of the College, the Dean of the College, or appropriate members of the College community, but it shall meet alone to carry out its deliberative responsibilities. In its review, the committee shall not consider factors relating to institutional need. Such judgments shall be the responsibility of the Dean, the President, and the Board of Trustees. By March 15, the chair of the committee shall send to the Dean a letter from the committee recommending for or against tenure (and promotion to associate professor, when applicable) and stating reasons for that decision. The Dean of the College shall review the letter of recommendation from the Committee on Tenure and Reappointment, then forward that letter along with his/her own letter of recommendation to the President by April 1. In addition, the Dean shall inform the chair of the Committee on Tenure and Reappointment by April 1 if the Dean's recommendation differs from that of the Committee. The President, upon reviewing the letters of recommendation from the Dean and the Committee on Tenure and Reappointment and upon consulting, as needed, with the Dean, appropriate Division Chair, and other appropriate members of the College community, normally shall make a recommendation to the Board of Trustees at its

spring meeting. Either the President or the Committee on Tenure and Reappointment may request a meeting with the other to discuss the committee's recommendation and the reasons for it.

Following action by the Board of Trustees, the President shall inform the candidate in writing of the Board's decision regarding tenure (and promotion, when applicable). The President shall inform the Committee on Tenure and Reappointment in writing of his or her recommendation and of the Board's decision.

H. PROMOTION

Promotion is a selective process. There is no minimum length of service required for advancement to the rank of Assistant Professor. An Instructor, upon completion of the terminal degree, normally shall be reappointed at the rank of Assistant Professor. An Assistant Professor, however, shall have served at least six years at that rank before being considered for the rank of Associate Professor, and an Associate Professor shall have served at least eight years at that rank before being considered for promotion to Professor. Years of full-time service at any rank prior to appointment at Centre College may apply toward meeting these standards, but normally at least two years of teaching at Centre College are prerequisite to promotion. Exceptions to these guidelines may be made in unusual circumstances.

Each September 1, the Dean of the College shall provide the Committee on Tenure and Reappointment with the names of those Faculty members whose length of service or contractual provisions make them eligible to be considered for promotion. At the same time, the Dean shall notify the candidates of their eligibility for promotion, so that they may bring to the attention of the College officers and the Committee on Tenure and Reappointment any information pertinent to their accomplishments and performance in the three areas of teaching, scholarly and professional activity and achievement, and service to the College and community. A Faculty member may defer a promotion review by notifying the Dean in writing.

1. Promotion to the Rank of Assistant Professor

An Instructor, upon completion of the terminal degree, normally shall be reappointed at the rank of Assistant Professor.

2. Promotion to the Rank of Associate Professor

The procedure described here applies to Assistant Professors eligible to be considered for promotion independently of the tenure review described in III.G.3.

The Committee on Tenure and Reappointment shall review each candidate for promotion to Associate Professor and make its recommendation to the Dean of the College by February 15; the Dean shall make his or her recommendation to the President of the College by March 1. Ultimately, the President shall recommend for or against promotion to the Board of Trustees, which has the right to approve or disapprove the promotion.

In making a recommendation for promotion, the Committee on Tenure and Reappointment shall consult with the Division Chair and the Associate Dean of the College. The committee shall review the candidate on the basis of the relevant professional performance standards (see III.B. and III.C.). In particular, the review shall consider all items in the candidate's open and closed files.

3. Promotion to the Rank of Professor

Candidates for promotion to Professor shall be reviewed by the Special Subcommittee on Promotions. The Special Subcommittee shall make its recommendation to the Dean of the College by February 15; the Dean shall make his or her recommendation to the President of the College by March 1. Ultimately, the President shall recommend for or against promotion to the Board of Trustees, which has the right to approve or disapprove the promotion.

In making a recommendation for promotion, the Special Subcommittee shall review the candidate on the basis of the relevant professional and performance standards (see III.B. and III.C.). The subcommittee shall solicit letters evaluating the candidate's work from the Division Chair and from the Associate Dean; it may also request evaluations from the candidate's colleagues and students, and from outside scholars who are in a position to judge the candidate's work. (The Associate Dean does not normally provide teaching evaluation summaries for review for promotion to Full Professor.) The Division Chair's evaluation shall be based on letters from tenured members of the candidate's program committee and letters solicited from any other colleagues at the discretion of the Division Chair, on a survey by the Division Chair of any other persons at the College who are familiar with the candidate's work, and on the contents of the candidate's open file. The Division Chair shall include with her or his letter copies of all letters received from colleagues of the candidate. The Special Subcommittee shall have access to the candidate's open and closed files, and its review shall include consideration of all items therein.

I. TERMINATION

1. Termination of an Untenured Appointment

An untenured appointment to the Faculty may be terminated at the close of any academic year by written notice, either by the College or by the Faculty member. The procedures outlined in III.D., III.F., III.G., and III.H. provide for regular communication between the administration and the Faculty member concerning the status of the appointment.

Written notice of the administrative decision to terminate an appointment shall be given according to the following standards: (1) during the first year of service, not later than March 1; (2) during the second year of service, not later than December 15; and (3) during the third or subsequent year of service, as early as possible but not later than September 1.

2. Termination of a Tenured Position

A position held by a tenured Faculty member may be terminated under conditions of financial exigency or as the result of a fundamental change in the curriculum. In the case of financial exigency, no position may be terminated until the President of the College has officially recommended and the Board of Trustees has agreed that such a state exists. In the

case of fundamental curricular change, the Dean of the College must establish that the best interests of the College would be served by such a change.

a. Financial Exigency

Financial exigency is a severe financial condition that threatens the viability of the College. A determination shall be made that the usable unrestricted assets of the College will be exhausted in a determinate period of time unless remedial measures are taken. Some of the circumstances that would contribute to a financial emergency are (1) a pattern of declining enrollment, (2) poor fund-raising results, (3) serious investment reverses, or (4) significant annual deficits without offsetting increases in liquid assets. Financial exigency is not necessarily a condition of imminent bankruptcy or collapse, but a set of conditions under which some action is necessary to preserve existing resources in order to avoid future collapse.

The first step in the determination of financial exigency is a judgment by the President of the College that such a condition exists. The President shall make a public statement of intent to declare an emergency and shall present the evidence upon which the judgment is based, along with supporting documentation, to a select committee of five members elected from the Faculty and five senior administrators appointed by the President. One of the administrators shall be the Dean of the College, who shall serve as chair of the committee. Within thirty days, the President's judgment and the committee's response to it, whether in agreement or not, shall be presented to the Finance Committee of the Board of Trustees for its review, evaluation, and recommendation to the Board, which shall have final authority to determine whether or not a state of financial exigency exists.

If the Board of Trustees determines that a state of financial exigency exists, the select committee shall then develop an institution-wide plan for responding to the financial emergency. As part of this plan, the committee shall consider to what extent it will be necessary to reduce teaching staff and what principles shall be followed if reductions are deemed necessary. The committee's recommendations shall be presented to the President, who shall then develop a specific plan that, after review by the committee, shall be presented to the Board for final action. Any significant disagreements between the President and members of the committee shall be reported to the Board.

When a position held by a tenured Faculty member is terminated through this process, the following provisions shall apply:

- (1) any position held by a tenured Faculty member and vacated through financial exigency shall not be filled for a period of at least three years;
- (2) a tenured Faculty member losing a position shall be entitled to a full year's notice, to full compensation for one calendar year from the date of notification, or to partial compensation in the event another position at the College is found at a lower salary.
- (3) a tenured Faculty member shall be given full consideration for other vacant positions at the College;

(4) the College shall provide a tenured Faculty member reasonable assistance in finding another position outside the College, and;

(5) if the same position is re-established within a five year period, the College shall make every reasonable effort to contact the tenured Faculty member who lost the position and offer him or her reinstatement.

During the period of financial exigency, the President shall report to the College community at the time of the meeting of the Board of Trustees. When the President determines that the exigency no longer exists, he or she shall recommend to the Board that it declare the end of the period of financial exigency. The Board shall have final authority for such action. The select committee shall remain in existence until the end of the period of financial exigency.

b. Fundamental Curricular Change

Under certain conditions, such as changing educational priorities or financial pressures short of exigency, it may be necessary to terminate a position held by a tenured Faculty member because a fundamental change in the curriculum will eliminate the courses that the Faculty member is employed to teach. To effect a fundamental change in the curriculum that may result in the termination of the appointment of a tenured Faculty member, the following steps shall be required. The Dean of the College shall submit a report to the President of the College stating the reasons why she or he believes that a certain set of academic courses should be considered for elimination.

The Dean's report shall evaluate the academic strength of the courses in question and their relevance to the overall College curriculum. This report, with the President's approval, shall be presented to the Faculty Committee on Curriculum and Academic Standards, which shall review it and seek additional information from the members of the program in question. The Committee's recommendation, together with the Dean's report, shall be presented to the President, who shall review it and submit it, the Dean's report and his or her recommendation to the Academic Affairs Committee of the Board of Trustees. The Academic Affairs Committee shall conduct its own review of the relevant actors and shall make a recommendation to the Board for final action.

The same provisions for notice of termination, re-employment, and employment assistance shall apply for a tenured Faculty member whose position is terminated as a result of a fundamental curricular change as for one terminated as a result of financial exigency (III.I.2a.).

J. DISMISSAL FOR CAUSE

Dismissal differs from termination in that it may occur during the term of either tenured or untenured appointment and the position is not eliminated. The grounds for dismissal for cause are (1) a condition of health that renders the person incapable of carrying out his or her essential responsibilities of the appointment, (2) professional incompetence or gross neglect of duty, and (3) moral delinquency or serious unethical behavior.

When it appears that there are grounds for dismissal for cause of a Faculty member, the President of the College shall discuss the matter with the Faculty member in a personal conference or ask the appropriate administrators to do so. The purpose of the conference shall be to ascertain the facts of the case and to bring the issue to an early resolution. The matter may be resolved at this point by mutual consent. If it is not so resolved, the Tenure and Reappointment Committee shall conduct an informal inquiry to review the facts of the case and shall make a recommendation to the President who shall then reach a final decision in the matter. Prior to reaching this final decision, the President may, in urgent circumstances, suspend the Faculty member or take other corrective action. Any preliminary or final action taken by the President shall be communicated in writing to the Faculty member, stating clear and explicit reasons for such action.

K. RESIGNATION

A Faculty member who wishes to terminate his or her tenured or untenured appointment shall give the Dean of the College written notice at the earliest opportunity, but not later than two weeks after receiving notification by mail of the terms of employment for the coming year. Failure to do so shall constitute a violation of contract.

L. RETIREMENT

A Faculty member may continue to serve the College as long as no grounds for dismissal for cause under III.J. exist and dependent on the needs of the College. Contributions by the College to individual retirement annuity contracts are described in Appendix E.

M. EMERITI

A Professor retiring from the full-time employ of the College, having held the rank of Professor for at least five years prior to retirement and having been granted tenure at least ten years prior to retirement, shall be eligible to be granted the status of Professor Emeritus or Professor Emerita. This honor may be granted by the Board of Trustees upon the recommendation of the President of the College, following his or her consultation with the Dean of the College.

N. REVIEW BOARD

1. General Procedures

The purpose of the Review Board is to hear complaints from Faculty members who seek redress for administrative decisions relating to tenure, termination, or dismissal, or to hear complaints from Faculty members about conditions of employment involving administrative actions or the actions of another member of the Faculty. Complaints to the Review Board shall be heard by a panel of three members to be selected by the Chair of the Review Board. If the Chair is not serving on the panel, the Chair shall appoint a panel member to serve in that capacity. All decisions by the panel shall be made by majority vote. Because a conflict of interest may exist, or appear to exist, either the complainant or the individual(s) against whom the complaint is brought may ask that one or more members of a panel be replaced with other members of the Review Board. Requests for substitutions shall be made in writing to the Chair of the Review Board, and shall include an

explanation. The Chair of the Review Board has the authority to make substitutions or to deny the request if he or she believes it to be unnecessary or unreasonable.

The proceedings of the review panel shall be closed and its deliberations shall be confidential. All parties involved in a proceeding and all other members of the College community shall recognize that except as otherwise provided herein a review panel's proceedings and written recommendations shall remain confidential.

If the review panel's recommendations are not accepted by the individual(s) against whom the complaint is directed, the Chair of the Academic Affairs Committee of the Board of Trustees may be informed of this outcome by either the Review Board or the complainant. The complainant may not take this step without the written support of the Review Board. In the event it is so informed, the Academic Affairs Committee may have access to the review panel's written recommendation and all records pertinent to the proceeding and communicate with the Review Board and the parties directly involved in the proceeding. The Academic Affairs Committee of the Board of Trustees will take appropriate action.

2. Review of Decisions to Terminate An Appointment For Reasons of Financial Exigency or Fundamental Curricular Change, or During the Probationary Period

The Review Board shall have the authority to review and make recommendations on a complaint from a Faculty member whose appointment has been terminated for reasons of financial exigency or fundamental curricular change or during the probationary period in cases where the Faculty member alleges that he or she has not received adequate and appropriate consideration. It is the prerogative of the administration and/or the appropriate committee (see I.2.a. and I.2.b.) to make substantive judgments about an individual's continued appointment, and the Review Board shall not substitute its judgment on these matters for the administration or the appropriate committee.

Complaints to the Review Board shall be made in writing and sent to the Chair of the Review Board and the President of the College within fourteen days of the complainant's receipt of written notice of termination. The Board may grant additional time if the complainant can demonstrate in writing that he or she could not reasonably have filed the complaint within this period. The complaint shall state the basis for alleging that adequate and appropriate consideration was not given. The Review Board shall name a panel to address the complaint. In determining whether the decision was based on adequate and appropriate consideration, the review panel shall have access to all relevant information and may interview all pertinent individuals.

All parties to the proceeding shall have the right to appear in person before the review panel. The Faculty member may have an adviser present when appearing before the panel. The adviser must be chosen from the Faculty or the administration of the College. The review panel may admit any evidence it determines to be useful and relevant, and its recommendations shall be based solely on that evidence. Each part may call a reasonable number of persons to speak on his or her behalf. The review panel in its sole discretion may limit the number of people to be called if the number requested is deemed excessive and if, in the judgment of the review panel, the information to be presented is likely to be redundant. The panel may ask either party to explain why a specific individual should be

called. If the review panel declines the request of either party for the panel to hear testimony by other persons, it shall convey its response in writing with an indication of the reason or reasons, with the understanding that confidential aspects of the proceeding will not be included in the explanation.

If both parties appear before the review panel at the same time, each party may question any person called to speak. Whether or not any parties appear before the panel, either together or separately, the panel, at an appropriate time, shall inform each party in writing of the substance of relevant information submitted by the other party or parties, with the understanding that confidential aspects of the proceeding will not be included therein. All parties shall have the opportunity to respond to or rebut such information before the panel issues its final recommendations.

If the review panel finds that the complainant has been denied adequate or appropriate consideration, it shall send its written recommendations to the Chair of the Review Board who shall send the recommendations to the appropriate individuals and request rectification from them. The recommendations shall be sent by the Chair of the Review Board within sixty days of receipt of the complaint by the Review Board, unless unusual circumstances arise that require additional time. At the same time, the Chair shall send copies of the recommendations to the complainant, the President of the College, and the Dean of the College. Unless unusual circumstances arise that require additional time, the appropriate administrative official or the chair of the appropriate committee shall respond in writing to the Chair of the Review Board, members of the review panel, the complainant, the President of the College, and the Dean of the College within 30 days of the date that the recommendations were sent by the Chair of the Review Board, notifying these individuals of the actions taken or to be taken.

If the review panel finds that adequate and appropriate consideration was given the complainant, it shall inform the complainant, the Chair of the Review Board, the President of the College, the Dean of the College, and, if pertinent, the appropriate committee chair in writing within sixty days of receiving the complaint, unless unusual circumstances arise that require additional time.

3. Review of Dismissals for Cause

A Faculty member who believes that he or she has been improperly dismissed for cause or that the decision to dismiss for cause constitutes a violation of academic freedom may request a hearing before the Review Board. Such a request shall be submitted in writing to the Chair of the Review Board within thirty days of notice of dismissal and shall explain the reasons for the request. The Board may grant additional time if the complainant can demonstrate in writing that he or she could not reasonably have filed the request within this period. Within fourteen days after the request is filed, the Board shall decide whether the request raises issues that it is constituted to review. If the Board decides to hear the complaint, it shall notify the President of the College and request written information from all appropriate sources. If the Review Board decides not to hear the complaint, it shall notify the complainant, the President of the College, and the Dean of the College within one week of its decision.

The administration shall cooperate with the review panel by providing access to the evidence upon which its decision was based. All parties to the case have the right to appear in person before the review panel. The Faculty member may have an adviser present when appearing before the panel. The adviser must be chosen from the Faculty or the administration of the College. The review panel may admit any evidence it determines to be useful and relevant, and its recommendations shall be based solely on that evidence.

Each party may call a reasonable number of individuals to speak on his or her behalf. The review panel in its sole discretion may limit the number of people to be called if the number requested is deemed excessive and if, in the judgment of the review panel, the information to be presented is likely to be redundant. It may ask either party to explain why a specific individual should be called. If the review panel declines the request of either party for the panel to hear testimony by other persons, it shall convey its response in writing with an indication of the reason or reasons, with the understanding that confidential aspects of the proceeding will not be included in the explanation.

If both parties appear before the panel at the same time, each party may question any person called to speak. Whether or not any parties appear before the panel, either together or separately, the panel, at an appropriate time, shall inform each party in writing of the substance of relevant information submitted by the other party or parties with the understanding that confidential aspects of the proceeding will not be included therein. All parties shall have the opportunity to respond to or rebut such information before the panel issues its recommendations. A taped record of the proceeding shall be made available to all parties by the Chair of the Review Board.

The Review Board shall send its written recommendations and all records pertinent to the proceeding to the Academic Affairs Committee of the Board of Trustees within sixty days of receipt of the complaint by the Review Board, unless unusual circumstances arise that require additional time. Copies of the recommendations shall be sent at the same time to the complainant, the President of the College, and the Dean of the College. The Academic Affairs Committee shall then draw its conclusions, submitting them in writing to the Board of Trustees. The Board of Trustees shall make the final decision in the case, notifying the complainant, the President of the College, and the Dean of the College of its decision.

4. Review of Complaints Regarding Conditions of Employment

A Faculty member who believes that he or she has received unfair treatment with regard to individual conditions of employment involving administrative actions or the actions of another member of the Faculty may file a written complaint with the Chair of the Review Board. "Conditions of employment" is understood to include such matters as an individual's salary or promotion; access to sabbaticals, leaves of absence, and professional development funds; and assignment of classes and committee responsibilities. The complaint shall describe the nature of the conflict in detail and include all pertinent information in support of the allegation of mistreatment. The complainant shall supply this information in writing within two weeks of filing the complaint or ask the Chair of the Review Board for an extension, providing a valid reason for the requested delay.

The Review Board has the authority to determine whether the complaint raises issues that it is constituted to review and to determine whether to hear the complaint. It shall make this determination within two weeks of receiving the pertinent information from the complainant. In no case shall the Review Board hear a complaint unless all administrative means of dealing with the matter have been exhausted.

If the Review Board decides not to hear the complaint, it shall inform the complainant in writing within one week of reaching its decision, providing the reasons for its decision. Copies of this report shall be sent to the President of the College and the Dean of the College.

If the Review Board decides to hear the complaint, it shall name a panel which shall notify in writing the person or persons against whom the complaint is filed and shall ask that person (or those persons) to provide all information pertinent to the complaint within two weeks. Submission of this information shall be in writing. An extension may be granted if requested in writing, provided that a valid reason is given. If either party fails to provide pertinent documentation within the allotted time, the review panel has the right to dispose of the proceeding case at that point based on the information it has. After reviewing the information provided to it by both parties, and after interviewing all pertinent individuals, the review panel may decide to attempt to resolve the issues by mediating a settlement that is satisfactory to all parties involved. The review panel may bring the parties together in order to provide the opportunity for the two sides to hear each others' claims, explain or refute allegations or counter-allegations, and question each other.

Whether or not any parties appear before the review panel, either together or separately, the review panel, at an appropriate time, shall inform each party in writing of the substance of relevant information submitted by the other party or parties, with the understanding that confidential aspects of the proceeding will not be included therein. All parties shall have the opportunity to respond to or rebut such information before the panel issues its recommendations. The Faculty member may have an adviser present when appearing before the review panel. The adviser must be chosen from the Faculty or administration of the College. The review panel may admit any evidence it determines to be useful and relevant, and its recommendations shall be based solely on that evidence. Each party may call a reasonable number of persons to speak on his or her behalf. The review panel in its sole discretion may limit the number of people to be called if the number requested is deemed excessive and if, in the judgment of the panel, the information to be presented is likely to be redundant. The review panel shall have the right to ask either party to explain why a specific individual should be called. If the review panel declines the request of either party for the panel to hear testimony by other individuals, it shall convey its response in writing, indicating the reason or reasons, with the understanding that confidential aspects of the proceeding will not be included in the explanation.

If a successful solution can be mediated, that solution shall be put in writing by the review panel and signed by the members of the panel and each of the parties involved. Copies shall be sent to the complainant, the Chair of the Review Board, the President of the College and the Dean of the College.

If the review panel does not view mediation as an appropriate option, or if successful mediation cannot be achieved, the panel shall draft a statement of its recommendations on the basis of information gathered during the proceeding. It shall put its recommendations and their rationale in writing and submit a copy to the complainant, to the Chair of the Review Board, the President of the College, and the Dean of the College. It is the responsibility of the President or the Dean to take final action.