A. Appointment and Promotion: Policies and Principles

1. Faculty Recruiting

   a. Policy

   Pfeiffer University conducts as complete a search as possible to get qualified candidates for all faculty positions.

   Pfeiffer University is committed to the principle of equal employment opportunities for all persons, including minority group members and women, and to maintaining diversity in its community, not only to comply with state and federal statutes (Appendix G), but also to provide an educationally desirable environment (Appendix H). Pfeiffer University has an Employment of Relatives Policy (Appendix I).

   b. Procedures

   (1) Whenever a faculty position becomes vacant, the position is not automatically refilled until a decision has been made by the President of the University with the advice of the Vice-President for Academic Affairs, the Deans of the Schools, and the Department Chair as to whether the position should be refilled.

   (2) Once the decision has been made to fill or create a faculty position, the appropriate Department Chair or Dean is asked to draft and submit a position announcement to the Vice-President for Academic Affairs.

   (3) Whenever possible, faculty searches are begun by October.

   (4) Announcements of all open faculty positions are distributed internally and advertised in the Chronicle of Higher Education or other specialized publications as appropriate.

   (5) Once a pool of candidates has been assembled (at least three candidates, whenever possible), the materials are reviewed by
the appropriate Department Chair, faculty, Program Directors, and Deans of Schools. The most qualified applicants are then reviewed with the Vice-President for Academic Affairs.

(6) At least one of these candidates is selected for on-campus interviews; references are checked prior to the visit.

(7) The University reimburses all candidates for reasonable expenses incurred by the interview process.

(8) During the interview, candidates should be given every opportunity to meet and be evaluated by as wide a range of people as possible. This may include delivering a seminar, teaching a class, meeting with students, etc.

(9) Consensus is then sought among the Vice-President for Academic Affairs, the appropriate Dean, Program Director and/or the Department Chair, departmental faculty, and others, as appropriate, as to whom an offer should be made. The Vice-President for Academic Affairs then makes a recommendation to the President.

(10) The Vice-President for Academic Affairs, in consultation with the appropriate dean, and department chair, or the Graduate program director then negotiates the terms of appointment with the Candidate. (See Section 4 below)

(11) If the offer is accepted verbally, the President, on the recommendation of the Vice-President for Academic Affairs issues an employment contract.

2. Requirements of Rank

All teaching faculty at Pfeiffer are appointed at one of the four academic ranks (Instructor, Assistant Professor, Associate Professor, Full Professor). Appointment at or promotion to one of these ranks may be made only if the minimum criteria are met. The criteria are described in section 4 below.

Faculty who have been rewarded by the University with appointment or promotion to a higher rank and a higher level of compensation are expected to serve the University and to perform at a higher qualitative level of responsibility. With the recognition that there may be exceptions in certain disciplines, the distinctions between the requirements for the academic ranks are summarized below.
The fundamental responsibilities of full-time faculty, who may teach undergraduate or graduate courses, are quantitatively similar, regardless of rank. For example, all undergraduate faculty normally teach 13 Instructional Units (IU) per semester and may be assigned up to 26 IU per academic year (see under Section II-7, Faculty Policies and Other Responsibilities for explanation of IU). They advise students as assigned, serve on boards and committees, participate in the work of their program, and meet other related academic responsibilities. Full-time faculty are also expected to attend fall faculty workshops, meetings of the Faculty Assembly, convocations and commencements, and to participate in the general and cultural life of the University.

Faculty who hold faculty/staff contracts have responsibilities identical to full-time faculty except that they teach a variable number of Instructional Units (IU) per semester.

Part-time faculty teach a variable number of Instructional Units (IU) per semester and generally do not advise students. Other responsibilities are identical to full-time faculty. Faculty in this category have generally been employed by the Institution for several years.

Adjunct faculty generally teach one or more courses. Other than holding office hours, they have no additional faculty responsibilities.

Full-time graduate faculty teach a minimum of six (6) graduate courses per calendar year.

3. Primary Assumptions and Procedures for Recruiting and Promotion of Faculty at all ranks

a. Assignment to any rank should reflect:
   (1) Education
   (2) Experience (quality and quantity)
   (3) Competence in field
   (4) Over-all service to the School or College and University
   (5) Attitudes that reveal:
      a. Interest in and suitability for work within the context of a church-related, liberal arts institution
      b. Desire to improve scholarly competence
      c. Desire to encourage free discussion, inquiry and expression in the classroom and in campus relationships
      d. A willingness to accept and execute one's share of faculty responsibilities for the function of the School or College, and University.
      e. A respect for the opinions and positions of colleagues.
b. Promotion shall not be:
   (1) A substitute for salary
   (2) Offered for incentive to prospective faculty members when education, experience, and competence are deficient.
   (3) Based on a quota system.

c. Recommendations for faculty promotion shall be made through the following process:

Department Chairs/Program Directors with faculty rank and/or Deans assess and evaluate members of their respective groups annually, prepare recommendations, and forward them to the Dean of the College or School. The Dean of the College or school, in turn, evaluates members of the faculty and, [based on the recommendations of the Departmental Chairs, Program Directors with faculty rank and Deans, ] makes recommendations which are added to those of the Departmental Chairs, all of which are then forwarded to the Vice-President for Academic Affairs [and the Deans Council which makes recommendations]. The combined assessments and recommendations are sent to the Faculty Committee on Promotion and Contracts, which makes its recommendation then submits all of the assessments and recommendations to the President of the University for final action.

d. Time in Rank
   *(updated May 4, 2012)*

Faculty members normally may not be given promotion until they have served the minimum time in rank as follows:
   (1) Three (3) years in the rank of instructor
   (2) Four (4) years in the rank of assistant professor
   (3) Five (5) years in the rank of associate professor

Full-time experience at other 4-year institutions should be considered equivalent to full-time experience at Pfeiffer University. Faculty who teach on a part-time basis are generally expected to spend a longer period of time in rank.

At the end of the faculty member’s second year of service to the university, he will submit a preliminary portfolio to the Contracts and Promotions Committee for their feedback and review by April 15 of each year. This preliminary portfolio will allow the faculty
member to receive suggestions as to what to do during the next two years of service to be on the right path to promotion or to a multi-year contract or both. This requirement will also facilitate the faculty member’s creation of his portfolio, which will help him produce a portfolio of the highest quality to present to the committee at the end of his fourth year of service.

After the required four years of service to the university, the faculty member can apply for a multi-year contract, promotion, or both. Pfeiffer University recognizes some cases exist wherein the faculty member may choose not to pursue promotion but will want to pursue a multi-year contract; the university also recognizes that in some cases the faculty member will already hold a multi-year contract when he decides to apply for promotion. Promotion and Multi-year contracts, therefore, are separate issues and should be considered as such by the Contracts and Promotions Committee. Whichever the faculty member chooses, he must state on his application what he is applying for, be it one or both.

e. Relation of Leaves to Promotion

Leaves for scholarly development for a period of not more than one year should not interfere with salary increases or promotions. For faculty members not on tenure or multi-year contract, a period on a leave granted for the scholarly development of the faculty member and approved by the Vice-President for Academic Affairs should count as a part of the probationary period. This shall be made clear in writing prior to the leave and understood by the individual, by the Dean of the School or College, and by the administration.

4. Criteria for the Appointment and Promotion of Faculty Members

a. **Instructors** are expected to hold the master's degree a appointment, to be competent teachers and are encouraged to be actively engaged in graduate study leading to a doctoral degree. If the master's degree is the terminal degree in the field, then the instructor is encouraged to be engaged in scholarly activity of high quality.
b. **Assistant Professors** are normally expected to possess the appropriate terminal degree in the field; to have completed all requirements for the terminal degree except the dissertation; to have an appropriate terminal degree in a related field; or scientific, technical, management, or artistic achievement equivalent to a doctorate as judged by a vote of the Faculty Committee on Promotion and Contracts. However, faculty who do not hold the terminal degree but who have served full-time at Pfeiffer University for five years, and who have demonstrated competency in the classroom, have made significant contributions to the advancement of their discipline, or have been actively engaged in a program of faculty development are eligible to be promoted to the rank of Assistant Professor.

Assistant Professors are expected to be effective teachers, advisors and department and School or College members and, with the encouragement of the University, to be engaged in serious, disciplined and continuing study which will permit them to increase their competence in their own and/or other fields. If continued study results in the earning of the terminal degree, they will be eligible for promotion to the rank of Associate Professor after the appropriate time in the present rank.

c. **Associate Professors**, besides holding a doctorate or appropriate terminal degree, or scientific, technical, management, or artistic achievement equivalent to a doctorate as judged by a vote of the Faculty Committee on Promotion and Contracts, should be actively engaged in teaching, advising, service, and scholarly activities of a high quality. Associate professors should be capable of undertaking institution-wide responsibilities which demonstrate their understanding of and interest in, the attainment by the University of its overall mission and goals.

d. **Professors**, besides holding a doctorate or other appropriate terminal degree should be superior teachers and advisors and should be recognized for their professional and institutional leadership. They should already have carried out and should still be engaged in work of high technical, scientific, or artistic quality. Their teaching, advising, and other contacts with students should reflect high professional competence and should serve as a model for the less experienced. Their service to the University should reflect understanding of its purposes and leadership in fulfilling these purposes. Their services to the University and Community should be of special value.
NOTE:
The personnel policies above apply to all faculty except those who, as of May 6, 1981, met the three following criteria:
1. Were employed by Pfeiffer, and
2. Had 10 years service at Pfeiffer, and
3. Hold at least a masters degree in the field.

Faculty meeting these three criteria may be considered for promotion to the next rank against the performance criteria described above, except that the requirement for terminal degree will be waived for one promotion. Thereafter the normal requirements must be met.

B. The Full-Time Faculty Contract

Pfeiffer University offers all full-time faculty members professional security and protection of academic freedom under one of three appointments--annual, multi-year, and tenure.

1. Terms of Appointment and Reappointment

At the time of initial appointment, faculty members receive from the President a contract which specifies the rank and title, base salary, months of employment (9, 10, 11 or 12 months), and any special supplements, terms of appointment, and special assignments. They also receive a letter from the President clarifying the terms of appointment and any special conditions or responsibilities.

The terms and conditions of faculty reappointment are confirmed in writing by April 1 each year and a copy of the appointment document or contract is supplied to the faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notice incumbent upon either party to provide, is confirmed in writing within 7 days and a copy is given to the faculty member. Contracts for the following academic year are issued by the President of the University on April 1. Faculty members receiving contracts must return the signed copies indicating acceptance of the contracts, to the President's office no later than May 1, if they intend to return for the ensuing academic year. A faculty member who does not intend to return the following year should notify the President as soon as she or he has made this decision.

All full-time appointments to the rank of instructor or higher are of three kinds:
a. Annual Appointments:

(1) These faculty members serve at the pleasure of the President with some limitations (see Section 2.a Non-renewal of an annual appointment by the Institution in the document below for clarification). Annual appointments are subject to renewal. Beginning with appointment to the rank of full-time instructor or higher rank, the probationary period shall not exceed five years; but subject to the provision that when, after a term of full-time service of more than three (3) years in one or more four-year academic institutions of higher education a teacher is called to Pfeiffer, it may be agreed in writing that this new appointment is for a probationary period of not more than three years.

(2) Annual contracts are awarded for a minimum of one (1) academic year and a maximum of five (5) academic years. Faculty members who have given full-time service for five years must meet the criteria for a multi-year contract in order to be eligible for continued employment with the University. All Faculty must complete promotion and contract process to be considered for a multi-year contract. (Added by Board of Trustees, June 2010) For clarity purposes, the academic year begins at the start of the faculty member’s contract date (which is different for faculty members based on if they teach in the undergraduate school, the grad school, are a Dean or a Director). Adopted April 2010

(3) Faculty with annual appointments shall be informed each year in writing of this appointment.

(4) A probationary faculty member with an annual appointment has the same academic freedom as other members of the faculty. (See Section II-1, Academic Freedom).

(5) Faculty members recalled from retirement status to full-time, part-time or adjunct employment are given a term or annual appointment.

b. Multi-year Appointments:

A faculty member with a rank of professor or associate professor is eligible after two years of full-time service for a multi-year contract. A faculty member with a rank of assistant professor or instructor is eligible after 4 years of full-time service for a multi-year contract. A process for evaluating all ongoing multi-year contracts should be developed as an ongoing measurement of productive faculty.
At the end of the faculty member’s second year of service to the university, he will submit a preliminary portfolio to the Contracts and Promotions Committee for their feedback and review by April 15 of each year. This preliminary portfolio will allow the faculty member to receive suggestions as to what to do during the next two years of service to be on the right path to promotion or to a multi-year contract or both. This requirement will also facilitate the faculty member’s creation of his portfolio, which will help him produce a portfolio of the highest quality to present to the committee at the end of his fourth year of service.

After the required four years of service to the university, the faculty member can apply for a multi-year contract, promotion, or both. Pfeiffer University recognizes some cases exist wherein the faculty member may choose not to pursue promotion but will want to pursue a multi-year contract; the university also recognizes that in some cases the faculty member will already hold a multi-year contract when he decides to apply for promotion. Promotion and Multi-year contracts, therefore, are separate issues and should be considered as such by the Contracts and Promotions Committee. Whichever the faculty member chooses, he must state on his application what he is applying for, be it one or both.

c. Tenure Appointments:

Faculty members who held tenure as of May 6, 1981, continue to hold tenure as continuing contracts, and their services may be terminated only for cause, financial exigency*, or retirement for age. Tenure is defined as a continuous contract extending to retirement. Termination of a tenure contract by the University may only be accomplished by due process as described in University policies. Professional or personal leaves of absence of not more than one year do not interrupt the tenure relationship. Tenured faculty who are reassigned to administrative responsibilities retain tenure as a faculty member only.

*Financial exigency is an imminent financial crisis that threatens the survival of the institution as a whole and that cannot be alleviated by less drastic means (AAUP Policy Documents & Reports, 10th edition, p. 24).
2. Non-renewal* and Termination** of Contracts

Termination or non-renewal of any multi-year [or tenured] faculty appointment before the end of a specified term may be effected by the institution only for adequate cause. Where termination or non-renewal of multi-year [or tenured] faculty is based upon financial exigency, or bona fide discontinuance or reduction of a program of instruction, the Faculty Senate must review the issue and report their findings within ten days, in writing, including the vote total. (adopted April 2010) All disputed issues shall ultimately be reviewed by the Board of Trustees. In every case of financial exigency***, reduction, or discontinuance of a program of instruction, the faculty member concerned shall be given notice as outlined in "a" and "b" below. Before terminating an appointment because of the abandonment or reduction of a program of instruction, the institution shall make every effort to place affected faculty members in other suitable positions within the University. In the case of decreased enrollment or the abolition of a particular academic program, termination shall be according to -- (1) type of appointment, (2) rank, and (3) time of service, in that order, within each category as follows:

* Non-renewal of contracts shall be defined as the termination of employment at the end of the term/academic year as specified in the contract.

** Termination shall be defined as the dismissal of a faculty member before the end of his/her term of employment as specified in his/her contract and may occur only for just cause as defined in Section “2-b” following. Faculty members who are terminated are reminded of their rights to due process as outlined under the grievance procedures, Section II-5 Faculty Grievance.

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The Faculty Senate will review any terminations and non-renewals due to financial exigency through the process outlined in the Grievance Procedure. At this time, the Faculty Senate will be granted access to the budget and other appropriate information. Termination of any faculty member--annual, multi-year or tenured--for medical reasons before the end of the period of appointment shall be based upon clear and convincing medical evidence which shall, if the faculty member so requests, be reviewed by the Faculty Senate before a final decision is made by the Board of Trustees on the recommendation of the President of the University.

a. Non-renewal of an annual appointment by the Institution

Regardless of the stated term or other provisions of any appointments, written notice that an annual appointment is not to be renewed will be given to the faculty member in advance of the expiration of his appointment, as follows:

(1) Not later than April 1 of the first academic year of service;
(2) Not later than January 15 of subsequent academic years of service.

Due to the terms of the contract, grievance procedures do not apply to non-renewal of annual appointments except in the case of issues related to academic freedom and/or purported violations of Federal Law.

b. Termination of Multi-year Appointment by the Institution

Appointments of faculty members [with tenure or] with multi-year contracts may be terminated for the following reasons only:

(1) Immoral or unprofessional conduct (i.e. conduct contrary to the statement on professional ethics and responsibilities (See Section II-2, Code of Conduct).

(2) Incompetence in the line of duty as evidenced through the evaluation process (See Section II-4, Faculty Assessment and Evaluation).

(3) Necessary financial adjustment or curriculum reorganization of the University.

Immediate suspension for any academic appointment (annual, multi-year) may be imposed for cause (1) above. Multi-year faculty members concerned must
be given notification in writing for causes (2) and (3) as soon as possible but
never fewer than twelve months before the termination of the three-year
appointment. If the institution finds it impossible to give such notice, the
faculty member shall be given severance salary equal to the past year's salary
for twelve months in lieu of twelve months' notice.

c. **Terminal Salary Notice**

If the appointment is terminated, the faculty member will
receive salary or notice in accordance with the schedule of notice
under Regulation 2 a and b above. This provision for terminal
notice or salary need not apply in the event that there has been a
finding that the conduct, which justified dismissal, involved moral
turpitude. Upon recommendation of the President, the Board of
Trustees, in determining what, if any, payments will be made
beyond the effective date of dismissal, may take into account the
length of service of the faculty member.

d. **Non-renewal of Appointment by the Faculty Member**

Faculty members may terminate their appointments effective at
the end of an academic term, provided that they give notice in
writing at the earliest possible opportunity, but no later than May
1. 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.

No faculty member may resign during the thirty-day period prior to the opening
of School. Faculty members who resign during the school year for reasons other
than health will find their resignations not effective until a substitute is available.

3. **Termination and Suspension Procedures and Faculty Rights of
   Appeal**

a. Adequate cause for termination will be related, directly and
   substantially, to the fitness of a faculty member in the professional
capacity of a teacher. Termination shall not be used to restrain a
faculty member in the exercise of academic freedom or other
rights of American citizens.

b. Termination of any faculty member, annual, multi-year, [or
tenured], before the end of a specified term, will be preceded by
discussion between the faculty member and the Vice-President for
Academic Affairs and/or the President looking toward mutual
settlement. In the event a settlement is not achieved, the faculty member should employ the grievance procedure outlined in Section II-5, Faculty Grievance.

c. Until the application of due process is completed (See Section II-5 Faculty Grievance), a faculty member may continue in the present position. The faculty member may be suspended, or assigned to other duties in lieu of suspension, if immediate harm to self or others is threatened or if the faculty member has acted immorally or unprofessionally. Before suspending a faculty member pending an ultimate determination of his or her status through the grievance procedures, the Vice-President for Academic Affairs consults with the Faculty Senate. Suspension is appropriate only pending a hearing at which the faculty member may elect to be represented by a colleague; a suspension, which is intended to be final, is a termination, and shall be dealt with as such. Salary shall continue during the period of suspension.

C. The Part-Time Faculty Contract

Pfeiffer University offers all part-time faculty members who hold a current designated part-time faculty contract professional security and protection of academic freedom under an annual or one-semester appointment.

1. Terms of Appointment and Reappointment

At the time of initial appointment, faculty members receive from the President a contract that specifies the rank and title, salary, and any special supplements, terms of appointment, and special assignments. They also receive a letter from the President clarifying the terms of appointment and any special conditions or responsibilities. Part-time faculty are required to participate in orientation, workshop, or conference at the beginning of the semester. The orientation is to be conducted by the Dean of the School or designee.

The terms and conditions of faculty reappointment are confirmed in writing, and a copy of the appointment document or contract is supplied to the faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notice incumbent upon either party to provide, is confirmed in writing and a copy is given to the faculty member. Contracts for the following academic year are issued by the President of the University on April 1. Faculty members receiving contracts must return the signed copies indicating acceptance of the contracts, to the President's office no later than May 1, if they intend
to return for the ensuing academic year. A faculty member who does not intend to return the following year should notify the President as soon as she or he has made this decision.

All part-time appointments to the rank of instructor or higher are annual or semi-annual.

2. **Terminations and Non-renewal of Contracts**

Termination or non-renewal of any faculty member holding a current designated part-time faculty contract--annual or semi-annual--before the end of a specified term, may be effected by the institution only for adequate cause.

Where termination or non-renewal of any part-time faculty appointment--annual or semi-annual--is based upon financial exigency, or bona fide discontinuance or reduction of a program of instruction, the Faculty Senate must review the issue. All disputed issues shall ultimately be reviewed by the Board of Trustees. In every case of financial exigency, reduction, or discontinuance of a program of instruction, the faculty member concerned shall be given notice as outlined in "a" below. In the case of decreased enrollment or the abolition of a particular academic program, termination shall be according to: (1) type of appointment, (2) rank, and (3) time of service, in that order, within each category as follows:

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The Faculty Senate will review any terminations and non-renewals due to financial exigency through the process outlined in the Grievance...
Procedure. At this time, the Faculty Senate will be granted access to the budget and other appropriate information.

Termination of any part-time faculty member--annual, or semi-annual – for medical reasons before the end of the period of appointment shall be based upon clear and convincing medical evidence which shall, if the faculty member so requests, be reviewed by the Faculty Senate before a final decision is made by the Board of Trustees on the recommendation of the President of the University.

a. Non-renewal of an annual appointment by the Institution

Regardless of the stated term or other provisions of any appointments, written notice that an annual appointment is not to be renewed will be given to the faculty member in advance of the expiration of his appointment, as follows: (1) not later than April 1 of the first academic year of service; (2) not later than January 15 of subsequent academic years of service. Due to the terms of the contract, grievance procedures do not apply to non-renewal of annual appointments except in the case of issues related to academic freedom and/or purported violations of Federal law.

b. Terminal Salary Notice

If the appointment is terminated, the faculty member will receive salary or notice in accordance with the schedule of notice under Regulation 2a. This provision for terminal notice or salary need not apply in the event that there has been a finding that the conduct, which justified termination, involved moral turpitude. On the recommendation of the President, the Board of Trustees, in determining what, if any, payments will be made beyond the effective date of dismissal, may take into account the length of service of the faculty member.

c. Non-renewal of Appointment by the Faculty Member

Faculty members may terminate their appointments effective at the end of an academic term, provided that they give notice in writing at the earliest possible opportunity, but no later than May 1. 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.
No faculty member may resign during the thirty-day period prior to the opening of school. Faculty members who resign during the school year for reasons other than health will find their resignations not effective until a substitute is available.

3. Termination and Suspension Procedures and Faculty Rights of Appeal

a. Adequate cause for termination will be related, directly and substantially, to the fitness of a faculty member in the professional capacity of a teacher. Termination shall not be used to restrain a faculty member in the exercise of academic freedom or other rights of American citizens.

b. Termination of any part-time faculty member - annual or semi-annual –before the end of a specified term, will be preceded by discussion between the faculty member and the Vice-President for Academic Affairs and/or the President looking toward mutual settlement. In the event a settlement is not achieved, the faculty member should employ the grievance procedure outlined in Section II-5, Faculty Grievance.

c. Until the final decision regarding termination of an appointment has been reached, a faculty member may continue in the present position. The faculty member may be suspended, or assigned to other duties in lieu of suspension if immediate harm to self or others is threatened or if the faculty member has acted immorally or unprofessionally. Before suspending a faculty member pending an ultimate determination of his or her status through the grievance procedures, the Vice-President for Academic Affairs consults with the Faculty Senate. Suspension is appropriate only pending a hearing; a suspension which is intended to be final is a termination and shall be dealt with as such. Salary shall continue during the period of suspension.

D. The Faculty/Staff Contract

Pfeiffer University offers all faculty/staff members holding current designated faculty/staff contracts professional security and protection of academic freedom under an annual appointment.

1. Terms of Appointment and Reappointment

At the time of initial appointment, faculty members receive from the President a contract which specifies the rank and title, salary, and any
special supplements, terms of appointment, and special assignments. They also receive a letter from the President clarifying the terms of appointment and any special conditions or responsibilities.

The terms and conditions of faculty reappointment are confirmed in writing, and a copy of the appointment document or contract is supplied to the faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notice incumbent upon either party to provide, is confirmed in writing and a copy is given to the faculty member. Contracts for the following academic year are issued by the President of the University on April 1. Faculty members receiving contracts must return the signed copies indicating acceptance of the contracts, to the President's office no later than May 1, if they intend to return for the ensuing academic year. A faculty member who does not intend to return the following year should notify the President as soon as she or he has made this decision.

All faculty/staff appointments to the rank of instructor or higher are annual.

2. Non-renewal of Contracts

Faculty/staff members have primary responsibilities in an administrative area. Procedures for the non-renewal of contracts and for suspension and termination are specified in the Staff Handbook under Employee Relations.

E. The Adjunct Faculty Contract

Pfeiffer University offers all adjunct faculty members holding a current designated adjunct faculty contract professional security and protection of academic freedom under annual and semi-annual appointments.

1. Terms of Appointment and Reappointment

At the time of initial appointment, faculty members receive from the President a contract which specifies the rank and title, salary, and any special supplements, terms of appointment, and special assignments. They also receive a letter from the President clarifying the terms of appointment and any special conditions or responsibilities. Adjunct faculty are required to participate in orientation, workshop, or conference at the beginning of the semester. The orientation is to be conducted by the Dean of School or designees.

Faculty members receiving contracts must return the signed copies
indicating acceptance of the contracts, to the President's office.

All adjunct appointments to the rank of instructor or higher are annual or semi-annual and serve at the pleasure of the President with some limitations (see Section 2a, Non-renewal of an annual appointment by the Institution, above for clarification).

2. **Terminations and Non-renewal of Contracts**

Termination or non-renewal of any faculty appointment--annual or semi-annual -- before the end of a specified term, may be effected by the institution only for adequate cause.

In every case of financial exigency, reduction, or discontinuance of a program or program of instruction, the faculty member concerned shall be given notice as outlined in "a" below. In the case of decreased enrollment or the abolition of a particular academic program termination shall be according to -- (1) type of appointment, (2) rank, and (3) time of service, in that order, within each category as follows:

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Sequence of Termination</th>
</tr>
</thead>
<tbody>
<tr>
<td>Type of Appointment</td>
<td>Adjunct</td>
</tr>
<tr>
<td></td>
<td>Part-time</td>
</tr>
<tr>
<td></td>
<td>Full-time Annual</td>
</tr>
<tr>
<td></td>
<td>Full-time Multi-year</td>
</tr>
<tr>
<td></td>
<td>Full-time Tenure</td>
</tr>
<tr>
<td>Rank</td>
<td>Instructor</td>
</tr>
<tr>
<td></td>
<td>Assistant Professor</td>
</tr>
<tr>
<td></td>
<td>Associate Professor</td>
</tr>
<tr>
<td></td>
<td>Professor</td>
</tr>
<tr>
<td>Time of Service</td>
<td>Last Hired</td>
</tr>
<tr>
<td></td>
<td>First Hired</td>
</tr>
</tbody>
</table>

Termination of any faculty member--annual or semi-annual—for medical reasons before the end of the period of appointment shall be based upon clear and convincing medical evidence.

3. **Termination and Suspension Procedures and Faculty Rights of Appeal**
a. Adequate cause for termination will be related, directly and substantially, to the fitness of a faculty member in the professional capacity of a teacher. Termination shall not be used to restrain a faculty member in the exercise of academic freedom or other rights of American citizens.

b. Termination of any adjunct faculty member - annual or semi-annual - before the end of a specified term, will be preceded by discussion between the faculty member and the Vice-President for Academic Affairs and/or the President looking toward mutual settlement.

c. Until the final decision regarding termination of an appointment has been reached, a faculty member may continue in the present position. The faculty member may be suspended, or assigned to other duties in lieu of suspension, if immediate harm to self or others is threatened or if the faculty member has acted immorally or unprofessionally. Suspension is appropriate only pending a hearing at which the faculty member may elect to be represented by a colleague. A suspension which is intended to be final is a termination, and shall be dealt with as such.

Salary shall continue during the period of suspension.

F. Employment of Librarians

1. Explanation of library faculty status

   a. The Policies and Principles for Appointment and Promotion were developed to encourage continuing improvement of the quality of librarians in librarianship, academic achievement, research accomplishments, professional participation, and service, thereby enhancing the quality of Pfeiffer University.

   b. Professional library personnel holding the appropriate terminal degree shall have Library Faculty status. Library Faculty are considered members of the Pfeiffer University faculty in that they are expected to attend faculty meetings, serve on faculty and University-wide committees, and contribute to the overall academic climate of the University. All librarians, regardless of library faculty appointment, shall hold the University faculty rank of Assistant Professor.

   c. Library faculty do not, however, hold faculty employment contracts, but rather are considered staff for contractual purposes.
G. LIBRARY FACULTY RANKS

1. Librarians are appointed at one of four library faculty ranks (Librarian I, II, III, or IV). Appointment at or promotion to one of these ranks may be made only if the minimum criteria are met. The criteria are described below.

H. GENERAL CRITERIA FOR PROMOTION

1. Educational Requirements:
   
   All library faculty at Pfeiffer are expected to possess the terminal professional degree.

2. Time in Rank:
   
   Faculty members normally may not be given promotion until they have served the minimum time in rank as follows:
   
   a. Two (2) years in rank of Librarian I
   b. Three (3) years in the rank of Librarian II
   c. Six (6) years in the rank of Librarian III

   Full time professional experience at other institutions should be considered equivalent to full time experience at Pfeiffer University.

3. Professional Responsibilities:
   The fundamental responsibilities of full-time library faculty are quantitatively similar, regardless of rank. For example, all librarians are assigned duties in their area of expertise and also perform reference services during evening and weekends on a rotating basis as necessary. They participate in the decision making process and the work of the library, serve on boards and teams of the University, and meet other related academic responsibilities. Librarians are also expected to attend fall faculty workshops, meetings of the Faculty Assembly, convocations and commencements, and to participate in the general and cultural life of the University.

   a. Assignment to any rank should reflect:
      1. Quality of librarianship
      2. Quality of
         a. academic achievement
         b. research accomplishments
         c. professional activity
         d. service to the University and the community

   b. Promotion shall not be:
      1. A substitute for salary.
      2. Offered for incentive to prospective library faculty members when education,
experience, and competence are deficient.

3. Based on a quota system.

c. Appointment and promotion decisions will be based on the level of quality demonstrated by library faculty in the areas of (1) librarianship and (2) academic achievement, research accomplishments, professional activity, and service, as described below.

I. Assessment Criteria for Appointment and Promotion

1. Librarianship

   Professional effectiveness is demonstrated by the performance of responsibilities in one or more areas based on specialized skills and methods. Professional effectiveness of library faculty is to be evaluated according to the librarian’s primary area(s) of responsibility; e.g., acquisitions, cataloging, etc. The primary area(s) of responsibility are determined by the librarian’s position description. Distinctive performance in the primary area of responsibility is the most important criterion in the evaluation of library faculty.

Aspects of the quality of professional performance or effectiveness may include, but are not limited to, the following:

a. Expertise, and demonstration of its effective use
b. Productive and qualitative output in primary areas of responsibility
c. Development and implementation of successful programs and activities
d. Development and use of innovative successful techniques and procedures
e. Ability to apply effective solutions to areas of responsibility
f. Ability to set goals and objectives and plan for their completion
g. Effective training and supervision of staff and/or student assistants
h. Improvement in tools for access to library users
i. Positive evaluations in instructional situations
j. Active participation in library meetings related to job responsibilities

2. Related Activity

   Academic Achievement: Academic achievement is demonstrated by formal education, intellectual engagement, and/or formal intellectual pursuits. To show distinction, evidence of an effective program of continuing education must be shown. Continuing education may include course work, attendance at workshops, an independent study program, or advanced instruction beyond position requirements such as cross-training in areas outside the areas of primary responsibility, pursuing new areas of study and advanced degrees, learning new languages, or developing technology-related skills. Academic achievement may also be demonstrated by conducting seminars for faculty, staff, and students.
Research Accomplishments: Support for the research efforts of others is an integral part of librarianship, and will be evaluated under the criterion for librarianship. To show distinction in the area of research, a librarian must demonstrate evidence of scholarly research or creative activities. Examples are:

a. Presentation of papers at workshops or meetings
b. Contributions to refereed journals
c. Funded grant proposals, awards or honors received
d. A leadership role in workshops or seminars
e. Service as a referee or on editorial boards are evidences of scholarly research.

Creative activities should result in development of or improvements in tools that assist library patrons. Examples of creative tools and innovations are:

a. Library exhibits
b. User guides and pathfinders
c. Book and other media reviews
d. Poster sessions at conferences
e. Training materials, web pages
f. Bibliographies, indexes
g. Other reference resources/technical services that enhance access to information

Professional Participation: Professional participation shows a level of commitment to the advancement of librarianship other than by means of research. Membership in professional organizations and attendance at conferences are expected of library faculty. Participation in organizations may be at the local, state, regional, or national level. To show distinction in the area of professional participation, library faculty must be actively involved in the profession. Distinction requires evidence of leadership, innovation, and advancement of the organization in which membership is held. Examples are:

a. Holding office in a professional organization
b. Serving on committees
c. Participating on panels
d. Providing consultation services

Servant Leadership: Servant leadership refers to contributions to the library, the University, and the community which extend beyond the areas of primary responsibility. Distinction in this area requires meaningful and useful service to the community as well as to the University. Service to the University reflects a commitment to Pfeiffer and its mission. It includes, but is not limited to, service on University boards and teams and participation in the co-curricular life of the University when reasonable in light of professional responsibilities. Servant leadership in the community may include activities involving the University and the community or community activities entered into as a result of one’s own interest. These activities, to be of value to the University, must go beyond organizational membership only and include active and substantive involvement and service. Service to professional organizations will normally be considered under
J. CRITERIA FOR PROMOTION TO SPECIFIC RANKS

1. Librarian I  A person appointed to this rank shall have earned the appropriate terminal degree appropriate to the discipline. Appointments at this rank shall require expectation of successful overall performance and the potential for a promising career in librarianship.

2. Librarian II  Promotion to this rank shall require evidence of significant professional contributions to the library and/or to the institution. Library faculty at this rank are expected to be engaged in serious, disciplined and continuing study which will permit them to increase their competence in their own and/or other fields. The candidate for promotion to the level of Librarian II shall, at the time of consideration, have not less than two years experience in librarianship and should meet the criteria distinction in at least two areas under related activity in academic achievement, research, professional participation, and servant leadership.

3. Librarian III  Promotion to this rank shall require evidence of substantial professional contributions to the library and to the institution as well as attainment of a high level in bibliographical activities, in research, in service, or in other professional endeavors. The Librarian II should be capable of undertaking institution-wide responsibilities which demonstrate his or her understanding of and interest in, the attainment by the University of its overall mission and goals. Specifically, the candidate for promotion to the rank of Librarian III should have no less than five years experience as a professional librarian, three years at the rank of Librarian II. He/she shall have demonstrated ability to contribute to his/her field and to the university as evidenced by meeting the criteria in at least three areas under related activity in academic achievement, research, professional participation, and servant leadership.

4. Librarian IV  Promotion to this rank shall require outstanding achievements in bibliographical activities, in research, or in other professional endeavors. Library faculty holding an appointment at the Librarian IV rank may hold a second master's degree or doctorate, but more important is a high level of professional competence which should serve as a model for the less experienced. Their service to the University should reflect understanding of its purposes and leadership in fulfilling these purposes. Their service to the community should be of special value. The candidate must meet criteria with distinction in all areas under related activity in academic achievement, research, professional participation, and servant leadership. Neither possession of the relevant degree(s), nor seniority, nor a combination of both shall alone be sufficient cause for promotion to this rank. A librarian must have served a minimum of six years in the rank of Librarian III to be eligible for promotion.

K. PARTICIPANTS’ ROLES IN THE EVALUATION PROCESS
1. The Role of the Library Faculty Member: Initiation of the process of assessment and evaluation begins with the annual self-assessment submitted by the individual library faculty member. The self-assessment describes activities and accomplishments of the previous year, and is presented in a clear and concise format.

In years when a library faculty member is eligible for promotion, it is the responsibility of the library faculty member to initiate the promotion proceedings. From the time of initial their appointment library faculty should collect any materials that may later be useful in evaluating their case. Those materials are submitted as a file or portfolio and are evidences of the candidate’s record of achievement. Evidences of quality of librarianship may include examples of candidate’s work such as bibliographies, finding aids, samples of original cataloging, development and implementation of new policies, procedures, or programs, description of participation in library activities or projects, evaluations or letters received for work performed or any other evidence the candidate wants to use to support the case. The candidate should keep in mind the evaluation criteria when selecting materials for inclusion in the portfolio.

It is the responsibility of the candidate to collect and prepare documentation for promotion. The candidate should provide a list of names from whom confidential letters of evaluation should be solicited by the Director of Academic Support Services. Unsolicited letters or comments regarding a candidate’s performance may also be used as evidence when appropriate. Members of the teaching faculty or other members of the library faculty may also be consulted.

2. The Role of the Outside Assessor: Letters assessing the scholarly and professional contribution of librarians will be solicited from four members of the library profession who are employed in other institutions of higher education or in institutions, agencies, or corporations directly related to academic libraries. The list of four names shall be compiled as a joint effort of the candidate and the library faculty as a whole, each submitting as many names as deemed appropriate by each party, but no less than four. The Director of Academic Support Services will select two names from each list.

Once selected, the outside assessors will be contacted by the Director who will request their letters of evaluation, describe the expectations for their letters, and instruct them on the deadline. Should an assessor be unable or unwilling to submit a letter, the Director will select a replacement name from the appropriate part of the list. The Director may opt to offer an honorarium for their services and if so the amount of the honorarium will be the same for assessors.

Assessors will be instructed to review copies of publications and other appropriate documentation for quality of scholarship and argument as well as the level of the candidate’s contribution to the discipline and profession of librarianship. They will not be asked to comment on a candidate’s acceptability for promotion. The candidate’s resume will be enclosed for the evaluator’s information. Letters contributed by the outside assessors will be added to the candidate’s portfolio subsequent to its submission.
to the Director. These letters will be made available for review to the Director, the Vice- President for Academic Affairs, and the President. The letters will be made available to the candidate after completion of the assessment and evaluation process.

3. Role of the Director of Academic Support Services: The Director completes an evaluation of each member of the library faculty annually. The Director should discuss these evaluations with the library faculty member concerned. If there are indications that librarian evidences incompetence in the assigned area of responsibility or difficulty in relationships with students and/or colleagues, the Associate Dean should discuss these problems with the faculty member involved and suggest steps necessary and the means available for development and improvement. The Associate Dean shall review the assessments made by the outside assessors along with the annual evaluations and the candidate’s portfolio. The Director then makes a recommendation for or against promotion based on the criteria for evaluation as defined in Sections C and D. These materials, along with any consequent recommendations concerning library faculty members, are submitted to the Vice-President for Academic Affairs.

4. The Role of the Vice-President for Academic Affairs: The Vice-President for Academic Affairs will review the candidate’s portfolio, the assessments of the peer reviewers, and the evaluation of the Director of Academic Support Services. The Vice-President for Academic Affairs will then make a recommendation to approve or deny appointment or promotion. The Vice-President for Academic Affairs will report the recommendation to the President.

The Role of the University President: The President has ultimate authority over appointments and promotion.

L. External Employment of Faculty
   1. The policy – appendix J
   2. The request form – Appendix K
   3. These appendices will be attached to the annual contract.