

THE CITADEL  
The Military College of South Carolina  
171 Moultrie Street  
Charleston, SC 29409

MEMORANDUM  
NUMBER 3-601

20 October 2023

**PROBATIONARY REAPPOINTMENT, ACADEMIC TENURE, ACADEMIC PROMOTION,  
AND TERMINATION OF TENURED FACULTY POLICY**

**1. PURPOSE**

The purpose of this Memorandum is to describe the following:

- A. The standards for probationary reappointment for faculty at The Citadel
- B. The eligibility and standards for academic tenure and/or promotion for faculty at The Citadel, and
- C. The criteria for termination of faculty at The Citadel.

For a Table of Contents for this Memorandum, see Annex A.

**2. REFERENCE**

S.C. Code Ann. 59-121-50 (Law Co-op, 1976)

**3. DEFINITIONS**

- A. Annual Faculty Data Portfolio (FDP): The Annual Faculty Data Portfolio, previously called the Personal Data Sheet, or PDS, is a form that is used annually by the administration to evaluate tenure and tenure-track faculty at The Citadel. The form requires evidence for teaching effectiveness, scholarly and professional activity, and service.
- B. Appeal: Appeal is the petition to a higher tribunal following a negative decision for probationary reappointment, tenure, and/or promotion; or termination.
- C. Assistant Professor: Assistant Professor is a faculty member at a college or university who ranks in between a senior instructor and an associate professor.
- D. Associate Professor: Associate Professor is a faculty member at a college or university who ranks in between an assistant professor and professor.

E. Departmental/School Tenure and Promotion Committee (T&P) for Probationary Reappointment, Tenure, or Promotion:

The composition of the Departmental/School Tenure and Promotion Committee is defined by the action sought by the candidate. The committee will exclude anyone with whom the Candidate has a personal relationship (i.e., spouse, significant other, or family member). This committee must include a minimum of four faculty members, including the Department head, from within the department/school. The Department head chairs this committee. For schools, the senior tenured members of the faculty call a meeting of all tenured faculty to decide if all members or a subset of its members will serve as The School Tenure and Promotion Committee. The School Tenure and Promotion Committee selects a representative who carries out the responsibilities assigned to the Department head in the review process. If a department cannot meet the minimum membership or membership with the appropriate seniority (as described below), then the Department head will seek the appropriate number of additional faculty and/or faculty with the appropriate seniority from within the school or a related discipline, per the approval of the Dean and Provost. Whenever a school cannot form a committee that meets the aforementioned size and/or seniority requirements, as described below, or when an associate dean or department head seeks tenure and/or promotion the Dean must devise a plan that is agreeable to the Provost. If a department that is not housed within a school cannot form a committee which meets the aforementioned size and/or seniority requirements, as described below, the department head must devise a plan that is agreeable to the Provost.

Emeritus faculty may not serve on any committee associated with either tenure or promotion. All assigned faculty members, inclusive of outside representative(s) to the Departmental/School T&P Committee are full and equal participants in the evaluation process. Their participation is considered to be a professional obligation of tenured faculty.

Members of the Faculty Tenure and Promotion Committee may not serve as outside members of departmental or school tenure and promotion committees.

1. The Departmental/School Tenure and Promotion Committee for Probationary Reappointment consists of all tenured members of the department/school. The Department head chairs this committee. The School Tenure and Promotion Committee selects a representative who carries out the responsibilities assigned to the Department head in the review process. During the third-year review, the committee must also include a senior tenured Citadel faculty member from another school/department (excluding department heads, deans, assistant deans, associate deans and associate provosts), who is at least a tenured associate professor. The tenured faculty of the department/school, with input from the candidate, will select the outside member of the committee. When the department head is the candidate, the appropriate dean calls a meeting of all tenured faculty members in the department. The group selects a member who will serve as the chair of the committee.

2. The Departmental/School Tenure and Promotion Committee for Promotion is composed of at least four senior tenured members of the department/school, including the Department head, as appointed by the Department head/Dean. The Department head chairs this committee. For schools, the senior tenured members of the faculty call a meeting of all tenured faculty to decide if all members or a subset of its members will serve as The School Tenure and Promotion Committee. The School Tenure and Promotion Committee selects a representative who carries out the responsibilities assigned to the Department head in the review process. The promotion committee, with input from the candidate, will select a senior tenured Citadel faculty member from another department/school (excluding department heads, deans, assistant deans, associate deans and associate provosts), to serve on the committee. For a candidate seeking promotion to senior instructor or associate professor, the outside representative must be at least a tenured associate professor. For a candidate seeking promotion to professor, the outside representative must be a tenured professor.

3. The Departmental/School Tenure and Promotion Committee for Tenure consists of all tenured members of the department/school, excluding the Dean of the school, and a senior tenured Citadel faculty member from another department/school (excluding department heads, deans, assistant deans, associate deans and associate provosts). The Department head chairs this committee. The School Tenure and Promotion Committee selects a representative who carries out the responsibilities assigned to the Department head in its review process.

The tenured faculty of the department/school, with input from the candidate, will select the outside member of the committee. For a candidate seeking tenure as an associate professor, the outside representative must be at least tenured associate professor. For a candidate seeking tenure as a professor the outside representative must be a tenured professor.

F. Faculty Tenure and Promotion Committee (FTPC): The Faculty Tenure and Promotion Committee is a campus-wide committee that evaluates faculty for tenure and/or promotion to the rank of associate or full professor at The Citadel. Committee members are tenured full professors from each of the academic departments (including the library) or schools at The Citadel, excluding department heads and deans. If a tenured full professor from a department or school is unavailable, then the most senior tenured associate professor will serve. Anyone with whom the Candidate has a personal relationship (i.e., spouse, significant other, or family member) should not be a member of this committee during the year of application. Any faculty member applying for promotion cannot be a member of this committee during the year of application. Members must have been employed for at least one full academic year prior to service on the committee.

G. Faculty Tenure and Promotion Appeals Committee (AC): The Faculty Tenure and Promotion Appeals Committee is a campus-wide committee that evaluates an appeal filed by a faculty member following a negative decision for probationary

reappointment, tenure, promotion, or termination. This committee is composed of one tenured full professor from each academic school (Business, Education, Engineering, Humanities and Social Sciences, Science and Mathematics) and two alternates. Committee members must be eligible to serve on FTPC, although they must not be currently serving on that committee. The committee is appointed by the Provost upon recommendation by the Senate Organizing Committee of Faculty Senate, which is the normal procedure for appointing college-wide standing committees. An alternate serves when a committee member is unavailable or there is a conflict of interest, including personal relationship with Candidate (i.e., spouse, significant other, or family member). This committee elects its own chair. Members of the Faculty Tenure and Promotion Appeals Committee may not serve as outside members of departmental or school tenure and promotion committees.

- H. Instructor: An instructor is a full-time, non-tenure-track faculty member with a specified contractual period of employment.
- I. Peer-Reviewed Publication: Peer-reviewed publication is any book, book chapter, conference proceeding, or article that was reviewed by one or more experts in the field.
- J. Portfolio : Portfolio refers to the documentation that a faculty member provides when seeking tenure and/or promotion at The Citadel. These materials include the following items: the letter of appointment with any sensitive (e.g., personal or financial) information redacted, a narrative summary, a curriculum vitae, a summative FDP, student and peer evaluations, copies of publications, and supporting evidence. Explicit details are given in Annex D, Section A.
- K. Probationary Appointment: A probationary appointment is the hiring of a full-time tenure-track faculty member for one year with possible yearly renewal up to a maximum of five more years. Reappointment is not automatic nor is it guaranteed. Each full-year probationary appointment begins on August 15th and ends on August 14th of the subsequent year. Individuals are considered on probation until either notification of non-renewal has been received, a terminal appointment has been given, or tenure has been awarded. Anyone who previously held a full-time temporary appointment at The Citadel prior to the probationary appointment may request credit for this prior service through the school or department. The Provost will make the final decision.
- L. Professor: Professor is a faculty member at a college or university with the highest academic rank.
- M. Second Review: A second review is an additional review of the submitted portfolio following a negative recommendation by a department/school, dean, or FTPC. The candidate must request in writing a second review within five business days of receiving the written recommendation.

- N. Senate Organizing Committee of Faculty Senate: Senate Organizing Committee of faculty Senate is a committee composed of department heads and the Faculty senate Executive Committee that recommends the membership of all campus-wide faculty committees to the Provost each academic year.
- O: Senior instructor: A senior instructor is a full-time, non-tenure-track faculty member with a specified contractual period of six years.
- P. Student Mentoring: Student Mentoring is the inclusion of students in scholarship and other such edifying activities beyond classroom instruction in which the faculty member serves as a role model and a support for student success.
- Q. Temporary Appointment: A temporary appointment is the hiring of a full-time faculty member for a limited period. This person may be employed at The Citadel in multiple full-time temporary appointments.
- R. Tenure : Tenure is the permanent status that is awarded to a faculty member who meets the criteria established by *this policy* and the faculty member's departmental/school standards, following a probationary period. Academic tenure provides a faculty member freedom in teaching, scholarship, and service, as stated by the American Association of University Professors. (1940 Statement of Principles on Academic Freedom and Tenure and 1970 Interpretive Comments)
- S. Tenured Appointment: Tenured appointment is the ongoing employment of a faculty member who has been awarded tenure status at The Citadel or employment of an individual in a senior academic rank. Tenured appointment is subject to staff reduction due to financial exigency.
- T. Terminal Appointment: A terminal appointment is the continuing employment of a faculty member for a specified period, which shall not exceed twelve months. Termination will occur at the end of this period.

#### **4. POLICY**

The Citadel fulfills its mission, as charged by the State of South Carolina, principally through its academic faculty. The number and the professional qualifications of the faculty are determined by The Citadel's needs, its programs, and student population. To ensure continuous and high levels of academic excellence for Citadel students, the college employs as many tenured and tenure-track faculty as is possible. *This policy* presents the college-wide requirements for probationary faculty to attain tenure and/or promotion to the ranks of associate professor and professor at The Citadel. Departmental/School standards describe the specific requirements for both probationary reappointment and tenure and/or promotion within a discipline at The Citadel.

The granting of academic tenure is a mutual commitment of vital importance in the relationship between The Citadel and its faculty and should be entered into with all

seriousness by both parties. When a faculty member is granted tenure, The Citadel is acting collegially as a community of scholars binding itself to retain the individual in mutually beneficial and professional employment until the person resigns, retires, or is terminated, as described in the compliance section. By the same token, the tenured faculty member is required to support the mission of The Citadel and to sustain the high standards of professional demeanor, integrity, and degree of professional development defined by the award of tenure. The granting of tenure and promotion of a faculty member within the rank structure is based on the faculty member's demonstrated professional competence and upon the expectation by one's colleagues that continued employment will serve the best interests of both The Citadel and the community at-large.

- A. Faculty Appointments and Rank Structure. There are three types of faculty appointments at The Citadel that pertain to tenure: probationary appointment, tenured appointment, and terminal appointment, as previously defined. Within the tenured appointments there are three academic ranks: assistant Professor, associate professor, and professor, as previously defined. Based on prior experience, faculty members may be granted any of these ranks at the time of hire independent of tenure. From that initial appointment, faculty members progress through the faculty ranks in order.
- B. Probationary Period. Tenure-track faculty are generally hired and are considered for tenure on application in the last year of the probationary period (see Table 1). Exceptions to this practice are made in the hiring process and will be indicated in the letter of appointment. In other exceptional cases, a person may stand for promotion and/or tenure one year earlier than the stated guidelines as described below.

Exceptions are made based on previous teaching experience, which will allow a candidate to apply for tenure in a shorter time period. During the probationary period, the faculty member is placed on probationary appointments. The appointments are renewable each year for a length of time dependent on the faculty rank and prescribed in the letter of appointment.

**Table 1. Faculty Rank at Time of Hire and Corresponding Years for the Probationary Period**

<b>Rank at Time of Hire</b>	<b>Years of Probationary Period</b>
Assistant Professor	6
Associate Professor	5
Full Professor	4

For faculty members who begin their duties in a spring semester, the period of probation will begin in the August following the initial employment.

- C. Reduction of Probationary Appointment. The probationary term may be reduced based on prior academic employment. Notification of such credit will be made in

the letter of appointment, but adjustments may be made during the probationary period, if appropriate. In exceptional cases, a person may stand for promotion and/or tenure one year earlier than the stated guidelines as described below.

In all cases, probationary credit must be approved by the Provost. Credit will be awarded as described below:

1. The Provost may grant credit towards tenure based upon two or more years of full-time teaching in a tenure-track position at the rank of assistant professor or above (or a comparable position as a professional librarian) at an accredited institution of higher education prior to a tenure-track appointment at The Citadel, or for other professional experience deemed to be equivalent.
2. No credit will be given for employment in a staff or ROTC position.
3. A maximum of one year's credit toward the probationary period may be awarded for two or more years as a full-time temporary faculty member at The Citadel. Additional credit may be granted by the Provost upon the recommendation of the department head and dean.
4. Under certain circumstances, particularly at senior academic ranks, tenure may be granted upon appointment as described in Annex D, Section B9.
5. A school or department may include in their standards document a procedure that a faculty member who has received credit will forego the usual second-year probationary review and instead in his or her second year follow the procedure of the third-year review. The school or department may have different procedures for different amounts of credit. (That is, have faculty with one year of credit follow the normal timeline of probationary reviews until applying for tenure in the fifth year, while having faculty with two years' credit skip the second-year review and move up the third-year review.)

#### D. Grounds for Extension of Probationary Term and Tenure Process

1. The probationary term may only be extended for leaves of absence granted to faculty for cases of compelling personal circumstances (i.e., prolonged illness, childbirth). A leave of absence during the probationary period should not exceed one year nor should it occur more than once every three years. Any extension of the probationary period must be explicitly stated in the letter of approval of the leave which has necessitated the extension by the Provost.
2. Under extenuating circumstances (i.e., prolonged illness, family emergency), the tenure review process of a candidate may be deferred temporarily by the Provost. Under these circumstances all physical evidence will be returned to the candidate and the candidate will need to reapply for tenure in accordance with the new timetable established by the Provost.

- E. Termination of Probationary Appointment. At the end of the probationary period, the faculty member will be placed either on terminal appointment or granted tenure and placed on tenured appointment. Notice of being placed on terminal appointment must be given according to Table 2.

Table 2. Deadlines for Review and Termination

**Notice of Probationers by Academic Dean**

<b>Start Date of Candidate</b>	<b>First Year</b>	<b>Second Year</b>	<b>Subsequent Years</b>
Summer or Fall Semester	March 15	December 15	March 15 or 12 months prior to termination
Spring Semester	May 15	December 15	March 15 or 12 months prior to termination

F. Eligibility for Tenure

1. In the last year of the probationary appointment (see Section 4.B), the faculty member applies for tenure. During the year in which the application for tenure is made, the faculty member must be engaged in the normal professional responsibilities of teaching, scholarship, and service at The Citadel. The candidate must not be on leave (with or without pay) or on sabbatical.
2. In exceptional cases, a person may stand for tenure one year earlier than the stated guidelines with permission of the appropriate department faculty, department head and/or dean, and Provost. The decision will follow the same currently stated process with the same potential outcomes.
3. The qualifications for tenure usually include the earned terminal degree in the field or its equivalent, as determined at time of hire, previous professional record, and sustained professional performance at The Citadel. The academic needs of The Citadel will also be considered in the tenure process.

G. Eligibility for Promotion

1. Faculty members with the rank of instructor, assistant or associate professor are eligible to apply for promotion to the next rank in their sixth year in their current academic rank at The Citadel, unless stipulated otherwise in the letter of appointment. Eligibility and application for tenure as an assistant professor and promotion to associate professor typically coincide, such that the two may be awarded simultaneously. Unlike tenure, where a decision must be made at the end of the probationary period, faculty members may, at their discretion, choose not to apply for promotion even if they are eligible to do so. Promotion of tenured



- or tenure-track faculty is based on professional development as a teacher and scholar in a specific discipline. Promotion of instructors is based on professional development in the areas of teaching and service.
2. In exceptional cases, a person may stand for promotion one year earlier than the stated guidelines with permission of the appropriate department faculty, department head and/or dean, and provost. The decision will follow the same currently stated process with the same potential outcomes.
  3. During the year in which the application for promotion is made, the faculty member must be engaged in the normal professional responsibilities of teaching, scholarship, and service at The Citadel. The candidate must not be on leave (with or without pay) or on sabbatical.
  4. Tenured or tenure-track faculty members who have been denied promotion will not be eligible to apply for promotion again for at least one full academic year. Instructors who have been denied promotion may remain for a terminal year of employment.
- H. Standards for Tenure and/or Promotion. Faculty members are assessed for tenure and promotion based on both departmental/school standards and college-wide standards in the areas of teaching, scholarly and professional activities, and service.
1. Departmental/School Standards
    - a. Each school or department is required to have a clearly defined set of standards for tenure and promotion that reflect the unique requirement of that specific discipline. The Faculty Tenure and Promotion Committee (FTPC) maintains a SharePoint site with links to all current and previous departmental/school standards.
    - b. At least once every five years, the department/school must review these standards. If any changes are made to the document, then the new document must be approved by the Faculty Senate. In the case of standards that change during the period between tenure or promotion decisions, a faculty member will have the choice to use either the current standards or the standards that were in place at the time of the person's last tenure or promotion decision.
  - 2 College-wide Standards. In addition to departmental/school standards, FTPC will use *this policy* to assess each candidate's professional qualifications.
  3. Standards for Tenure as Assistant Professor

- a. For tenure as an assistant professor, the Candidate must demonstrate mastery of one's area of expertise, effectiveness at conveying course material to students, and a willingness to help students understand course material.
  - b. The Candidate must also show progress in the area of scholarship and professional activity. They must have clearly defined plans for the completion of projects underway and continued scholarly growth and development.
  - c. The Candidate must be engaged in professional service to the department/school, College, students, and profession/community. Service to the department/school and College may include participation on committees and active sharing of duties and ideas with colleagues. Service to students may be demonstrated in a variety of ways in which the faculty member is involved professionally with students outside the classroom, such as academic advising, mentoring scholarly activities, coordinating a program, or serving as an advisor to a club or cadet company. Service to the profession may be demonstrated by participating actively in professional organizations. Service to the community may be demonstrated by providing educational workshops, professional services, and consultation, or serving as a board member within a professional capacity.
4. Standards for Tenure as Associate Professor. The college standards for tenure at the rank of associate professor for teaching and service are the same as for tenure at the rank of assistant professor. In scholarship, however, the Candidate must demonstrate continued mastery of the discipline through scholarly activity such as research; creative literary works; textbooks; grants for advanced study or research; peer-reviewed publications and/or presentations; participation in professional societies within the discipline; participation in conferences, seminars, and workshops; and other means of keeping abreast of developments in one's discipline.
5. Standards for Tenure as Professor. In addition to the requirement for tenure at the rank of associate professor, the candidate must present evidence showing a documented history of effective teaching and scholarly activities. The Candidate should also present evidence of leadership roles in scholarly and service activities. Examples of this include leadership in professional organizations; leadership at conferences, seminars, and workshops; mentorship to colleagues; mentoring students in scholarly activities; chairing committees; and in general, taking the lead in accepting and completing tasks. The Candidate should present clear and documented evidence of peer-reviewed scholarly activity that is judged to be of importance to the discipline and is widely available.

6. College-wide Standards for Promotion. Once a tenure-track faculty member has been granted tenure and is eligible for promotion to the next academic rank, the standards at the next rank, as described in Section 4.H.4 or 4.H.5, will be used to assess the Candidate's eligibility for promotion. As one advances in academic rank, the Candidate is expected to increase in stature and leadership roles in the areas of teaching, scholarship, and service. Candidates for promotion to the position of senior instructor are expected to increase in stature and leadership roles in the areas of teaching and service.
- I. Timeline and Procedures for Review of Candidates for Probationary Review, Tenure, and Promotion
    1. For "Figure 1: A Pictorial Representation of The Probationary Review Process," see Annex B.
    2. For "Figure 2: A Pictorial Representation of The Tenure and/or Promotion Review Process," see Annex C.
    3. For "Timeline and Procedures for Review of Candidates for Probationary Reappointment, Tenure and/or Promotion," see Annex D.
    4. For "Instructions for Curriculum Vitae and Sample," see Annex E.

## **5. COMPLIANCE**

Any faculty member, whether tenured, tenure-track (probationary), or on contract (non-permanent/adjunct) may terminate one's own employment or be terminated under certain circumstances.

- A. Termination by the Faculty Member. A faculty member may resign an appointment. A resignation will become effective at the end of an academic year, except for medical emergency or other extenuating circumstances. Notice of a resignation or retirement should be given in writing to the appropriate department head, Dean, or college official as early as possible so that arrangements can be made for a replacement.
- B. Staff Reduction for Financial Reasons. Under certain circumstances The Citadel can terminate a faculty member. These circumstances have been agreed to by both Faculty Senate and the Board of Visitors. A termination should happen at the end of an academic year. These circumstances include the following: demonstrated financial necessity; the discontinuation of programs, schools and/or departments for institutional reasons; and the mandatory reduction of force because the College cannot meet its contractual obligations. In such cases:
  1. Tenured faculty members are given 12 months' notice. Their positions will not be filled by a replacement until at least two years have elapsed, unless the

- faculty member in question has been offered reappointment and has refused it.
2. Tenure-track (probationary) faculty members may be terminated at any time. (before the end of the specified period or without the specified period of notice)
  3. Temporary faculty members may be terminated at any time. (before the end of the contract period)
- C. Dismissal “For Cause” by the College. Dismissal “for cause” is defined as the removal or discharge of a tenured faculty member, a probationary faculty member before the end of the specified term of appointment or without the specified period of notice, or a faculty member on contract before the end of the contract period. A faculty member may be dismissed “for cause” from one’s appointment at The Citadel for any of the following reasons: criminal activity, academic dishonesty or fraud, willful disregard for published policies and regulations of The Citadel, failure to perform or subpar performance of assigned faculty duties, prolonged inability for medical reasons to perform faculty duties, or violation of professional ethical standards, which includes the exploitation, harassment, or discrimination of students or colleagues. The aforementioned reasons must be related directly and substantially to the fitness of the faculty member in that person’s professional capacity as a teacher or researcher. For “Procedures for Dismissal ‘For Cause’,” see Annex F.

## 6. NOTES

- A. Dates of Official Enactment and Amendments: Revised Memorandum 3-601 approved by the Provost and Dean of The Citadel on 31 August 2021.

Substantive changes made, 31 August 2021: Authorized the Provost to grant more than two years credit toward tenure for work at another institution; authorized the Provost, at the recommendation of the department head and dean, to grant more than two years credit toward tenure for work done at The Citadel as temporary faculty; incorporated the position of Senior Instructor into the document; added “related discipline” to school from where faculty can be chosen to augment a committee. Non-substantive changes made, August 28, 2021: Re-sequenced sub-paragraphs of definitions to get proper alphabetization and accommodate inclusion of new paragraph on Senior Instructor: clarifies how many faculty members are on T and P committees; clarifies the composition of a school committee in the absence of a department (e.g. Education) and spells out a school method of selecting a chair; addresses augmented committee composition where a department does not belong to a school (e.g. Leadership); clarifies that emeriti faculty are not eligible for any T and P committees; clarifies committee chairmanship for department and school committees; clarifies which administrators are proscribed from T and P committees; clarifies chairmanship for both departmental and school committees; clarifies the definition of peer review.

Revised Memorandum 3-601 approved by the Provost and Dean of The Citadel on 12 December 2018.

Non-substantive changes made: 12 December 2018: Changed references to personal data sheet (PDS) to Annual Faculty Data Portfolio (FDP); changed references to Academic Board to Faculty Senate; Removed redundant verbiage concerning early promotion/tenure; updated Table of Contents.

Revised Memorandum 3-601 approved by the Provost and Dean of The Citadel on 3 October 2016.

Non-substantive changes made: 3 October 2016: revised dates on Annex C diagram and Annex D timeline. 26 September 2016: moved policy Table of Contents from Annex F to Annex A and re-aligned other annexes; added hyperlinks to Table of Contents; clarified FTPC members may not serve as outside members of departmental or school tenure and promotion committees in paragraphs 3E & 3G; clarified that departmental/school tenure and promotion committees must be composed of at least three senior tenured members of department/school in paragraph 3E, sub-paragraph 2; clarified school or department may include in their standards a procedure for reducing probationary period with addition of paragraph 4C, sub-paragraph 5; added applicants may apply for early promotion to paragraph 4G, subparagraph 1; removed community service not related to the discipline requirement from paragraph 4H, sub-paragraph 3c and Annex C, paragraph A4, sub-paragraph d, sub-paragraph 6); clarified dates in timelines of Annex C; added a fifth section to portfolio titled recommendations in Annex C, paragraph A, sub-paragraph 3; added Recommendations requirements to Annex C, paragraph A4, sub-paragraph e; clarified ballot submission procedures in Annex C, paragraph B3, sub-paragraph g; and added “abstain” to ballot votes on Annex C, paragraph B9.

B. Responsible Department : The Faculty Tenure and Promotion Committee and The Faculty Tenure and Promotion Appeals Committee

C. Responsible Official: Chair of the Faculty Tenure and Promotion Committee and the Chair of the Faculty Tenure and Promotion Appeals Committee

D. Cross References:

College Regulations, 2021, Section I and II

Faculty Manual , 2019, Section IV

Faculty Tenure and Promotion Charter

Faculty Tenure and Promotion Committee Bylaws

## **7. RESCISSION**

Original Memorandum 3-7, dated 12 November 2012, Memorandum 3-601, dated 7 January 2014, 26 September 2016, 3 October 2016, 12 December 2018 and any previous editions are rescinded.

## 8. REVIEW

This document must be reviewed by the Faculty Tenure and Promotion Committee every two years or as needed.

FOR THE PRESIDENT:

//signed,

A handwritten signature in black ink, appearing to read "Sally C. Selden". The signature is fluid and cursive, with the first name "Sally" being the most prominent part.

Sally C. Selden, PhD,  
Provost and Dean of The Citadel  
Brigadier General, SCMU

Attachments:

Annex A, Table of Contents

Annex B, The Probationary Review Process

Annex C, The Tenure and/or Promotion Review Process

Annex D, Timeline and Procedures for Review of Candidates for  
Probationary Reappointment, Tenure and/or Promotion

Annex E, Instructions for Curriculum Vitae and Sample

Annex F, Procedures for Dismissal "For Cause"

## **Annex A**

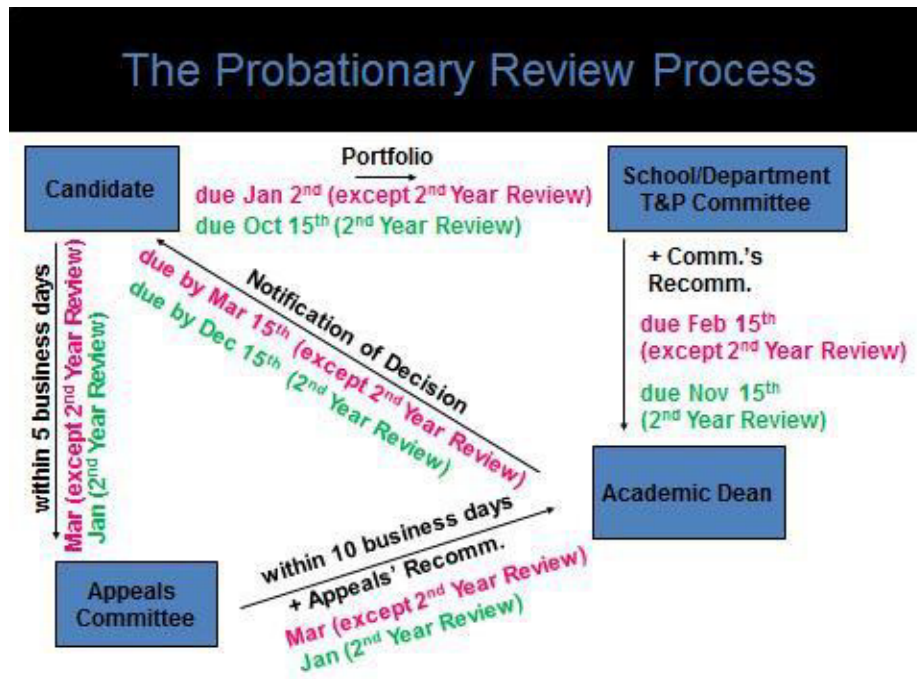
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**Annex B**  
**The Probationary Review Process**  
**Figure 1: A Pictorial Representation of the Probationary Review Process**



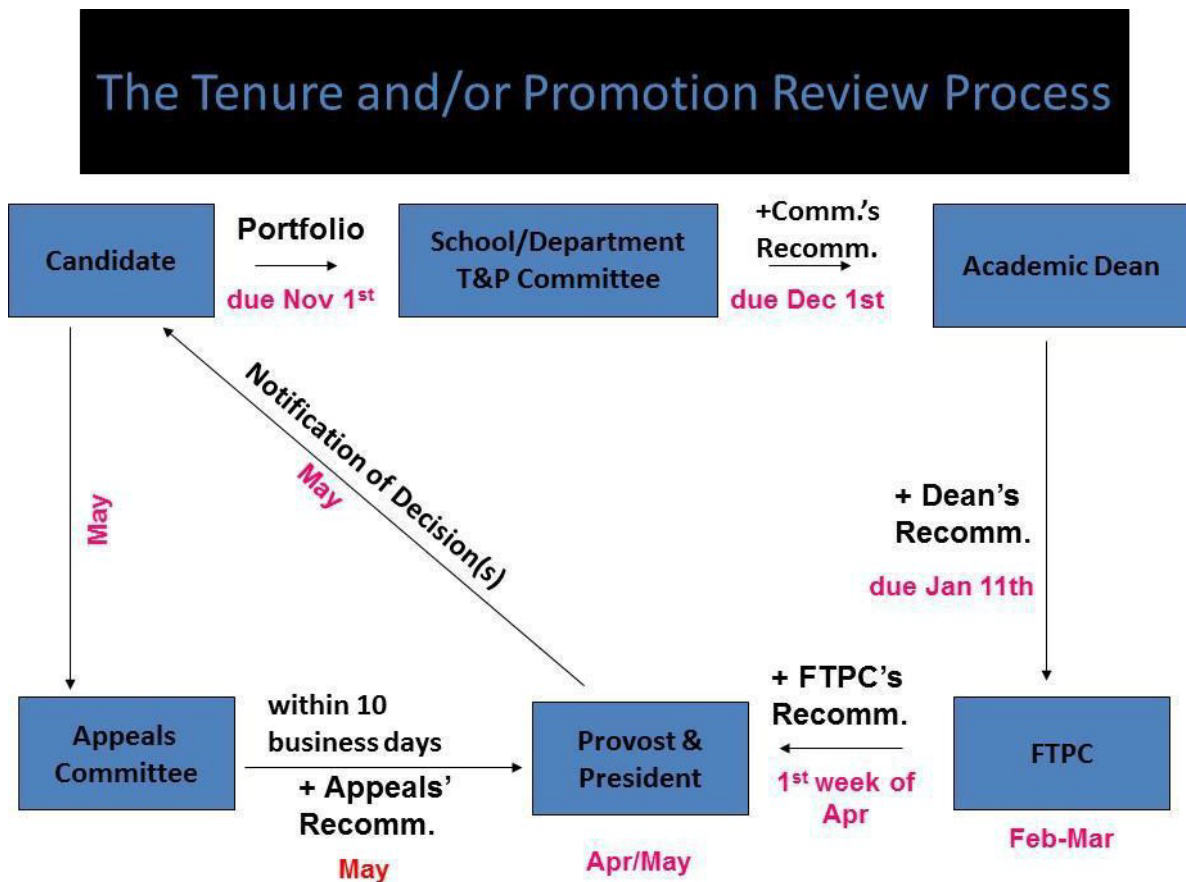
Probationers should read the timeline described at Annex D, starting with September. This same timeline is shown in Figure 1, above.

## ANNEX C

### The Tenure and/or Promotion Review Process

**Figure 2: A Pictorial Representation of the Tenure and/or Promotion Review Process**

Tenure and Promotion Candidates should read the timeline described at Annex D, starting with March 15th and proceeding through to April of the next academic year. The timeline for tenure and promotion is shown in Figure 2, above, and specific procedures are outlined at Annex D.



## **ANNEX D**

### **Timeline and Procedures for Review of Candidates for Probationary Reappointment, Tenure and/or Promotion**

(\*) **Note:** Departments/Schools or Deans must conduct the review early in the specified month so as to allow time for a second review. The faculty member receiving a negative recommendation must request a second review, if desired, within five business days. The reviewing body must conduct the second review within ten business days of written request.

#### **By March 15th**

Department Head notifies appropriate Academic Dean with Names of Candidates for Tenure and/or Promotion and Third Year Probationary Review and number of probationary reappointments for next academic year

#### **After Spring Furlough**

FTPC holds campus-wide Informational Meeting on Tenure and Promotion process for next academic year's T&P Candidates

#### **Summer**

Candidates for Tenure and Promotion prepare electronic portfolio

#### **Early Fall Semester**

FTPC holds campus- wide Informational Meeting on Probationary Reappointment, Tenure, and Promotion process

#### **By October 15th**

Electronic portfolio for Second Year Probationers due

#### **By November 1st**

Electronic portfolio for Tenure and Promotion Candidates due

#### **October (due by November 15th) (\*)**

- Departmental/School Review of Second Year Probationer due
- Department/School Committee Members submit ballot on Probationer
- Department Head/School T&P Chair forwards recommendation of Probationer and copies of departmental/school ballots to Dean and Probationer

**November (due by December 1st) (\*)**

- Departmental/School Review of T&P Candidate due
- Department/School Committee Members submit ballot(s) on T&P Candidate
- Department Head/School T&P Chair forwards recommendation of T&P Candidate and copies of departmental/school ballots to Dean and Candidate

**December (due by December 15th) (\*)**

Dean forwards copy of recommendation of Second Year Probationer to Department Head/School T&P Chair and the Probationer

**December**

T&P Candidate uploads departmental/school ballots and recommendation of Department Head/School T&P Chair to the electronic portfolio

**December (due by first day of classes for spring semester of the SCCC) (\*)**

- Dean submits recommendation of T&P Candidate to Provost, FTPC,
- Department Head/School T&P Chair, and Candidate. In the case of a candidate for promotion to Senior Instructor, the Dean renders a final decision.

**By January 2nd**

Electronic portfolio for First, Third, Fourth, and Fifth Year Probationers due

**January (due by January 11th)**

T&P Candidate uploads the Dean's recommendation to the electronic portfolio

**January-February (due by February 15th) (\*)**

- Departmental/School Review of Probationer (except Second Year Probationer)
- Department/School Committee Members submit ballot on Probationer
- Department Head/School T&P Chair forwards recommendation of Probationer and copies of departmental/school ballots to Dean and Probationer

**February-March**

- FTPC reviews each T&P Candidate's portfolio
- FTPC Chair e-mails T&P Candidate, Department Head/School Chair, or Dean with any questions

**February-March (due by March 15th) (\*)**

- Dean reviews Probationer and forwards copy of recommendation of Probationer (except Second Year Probationer) to Department Head/School T&P Chair and the Probationer
- Last week in March or first week in April
- FTPC Members submit ballot(s)

#### **April (due by April 7th) (\*)**

- FTPC Chair forwards recommendation of committee and copies of ballots to Candidate
- FTPC, if requested, holds a second review for any Candidate who received a negative recommendation
- FTPC Chair submits report with recommendations and copies of ballots to the Provost
- The Provost discusses recommendations with the President

#### **May and Summer**

- The Provost notifies each Candidate of decision by the end of year Faculty Meeting
- Denied Candidates can appeal
- Appeals Committee convenes to address filed appeals
- Appeals Committee Members submit ballot
- Appeals Chair submits recommendation to the President or BOV
- Appeals Chair meets with the President or BOV to discuss recommendation
- The President or BOV notifies Candidate of decision

#### **A. Portfolio**

1. Content of Portfolio. Written evidence in support of the candidate's application for tenure and/or promotion is provided in a portfolio. The portfolio is an expanded version of the Annual Faculty Data Portfolio (FDP), supplemented with exhibits, which the candidate has been submitting since the time of hire. The contents of the portfolio are defined by the action sought, as described below:

a. Probationary Reappointment. The portfolio should cover the candidate's career at The Citadel since time of hire (first year review) or last review (second, fourth, and fifth year reviews). The document for the third-year review should address the entire period of employment at The Citadel.

b. Tenure. For tenure, the contents should cover the candidate's career at The Citadel since the time of hire, although achievements that occurred before the time of hire (such as the publication of research or the awarding of a grant) may be included as well.

c. Promotion. For promotion, the portfolio should cover the candidate's career at The Citadel since their last promotion. For example, a candidate hired as an Associate Professor, seeking promotion to Professor, their portfolio should only cover the candidate's career at The Citadel after the required six years at the lower rank.

2. Submission of Portfolio. The portfolio should be submitted electronically through the means established by the FTPC. The candidate should, of course, make back-up copies, both electronic and in hard copy, in case something should happen to the e-portfolio.

3. Organization of Portfolio. The portfolio should be organized into five general sections: Introduction, Teaching, Scholarship, Service, and Recommendations. The organization of each section, one's assessment of the accomplishments in each area, and one's development in each area are indicators of the candidate's ability as a teacher-scholar.

a. Introduction. The candidate should include the indicated items in this section:

1) The letter of appointment from the Provost with **confidential information redacted** (for faculty applying for tenure and/or promotion to associate professor).

2) The letter of promotion from the Provost with confidential information redacted (for Associate Professors applying for the rank of Professor).

3) A *curriculum vitae* (CV) covering the candidate's entire professional career. The *vitae* should clearly indicate the nature of publications and conference presentations: whether an item was peer-reviewed, solicited, etc. A sample CV is provided in Annex E.

4) A narrative summary no longer than ten pages covering the period of review and addressing the candidate's work in teaching, scholarship, and service.

b. Teaching. The teaching section of the portfolio should include the following supporting evidence:

1) A statement defining the number of courses taught or contact hours required of the candidate for each semester.

2) Representative course materials, which may include the following items:

a) Syllabi

b) Student Assignments

c) Examinations (*graded\* and/or ungraded*)

d) Papers (*graded\* and/or ungraded*)

e) Instructional materials (lecture notes, handouts, etc.)

\*Note: Per FERPA, confidential information must be redacted from any submitted and graded examinations or papers.

3) All peer evaluations / reports of classroom visits conducted during the period of review.

4) Student evaluations for each course in each semester since the last review for annual probationary review. For third year probationary review, tenure, and promotion, student evaluations for each course in each semester since being hired at The Citadel or for the previous five years, whichever is shorter.

c. Scholarship. The scholarship section of the portfolio should include the following supporting evidence:

1) Copies of publications

2) Copies of conference proceedings and/or papers presented

3) Copies of research accepted for publication but not yet in print along with letter of acceptance or notification

4) If required by departmental/school standards, copies of funded and unfunded grants with dollar amounts shown

d. Service. The service section of the portfolio should include the following supporting *evidence* as available, with any confidential information redacted:

1) Evidence of work on departmental/school committees

2) Evidence of work on college-wide committees

3) Evidence of work on special college projects

4) Evidence of service to students

5) Evidence of service to the profession and/or in one's area of scholarly expertise.

6) Evidence of service to the local community in professional capacities.

e. Recommendations

- 1) Annual Evaluations from Dean and Department Head/School Committee Chair
- 2) Peer Evaluations per Department/School Standards
- 3) Department/School Committee Ballots from each year for Probationary Faculty
- 4) Tenure and Promotion Recommendations from Department/School and Dean

#### B. Review Process

1. Review Process for Probationary Reappointment. Throughout the probationary period, the faculty member is evaluated by the following groups and individuals: the Departmental/School T&P Committee, the Department Head/School T&P Committee Chair, and appropriate Dean. Reviews occur each year according to Table 2 in Memorandum 3-601, Section 4.E.

Evaluation for probationary reappointment is initiated by the department head/dean, who will request that the probationer prepare a portfolio, as described in Section A of *this Annex*. The portfolio should reflect the individual's professional growth during the probationary period.

Following careful review of the submitted portfolio, the Departmental/School T&P Committee for probationary reappointment will meet with the probationer to discuss the record and progress towards tenure. Each committee member submits a ballot as described in Section B.3 of *this Annex* to the department head/school T&P chair. In addition, each ballot and the department head's/school T&P committee chair's recommendation (Section B.4 of *this Annex*) should include a description of the candidate's strengths, weaknesses, and remedies in the areas of teaching, scholarship, and service. This data will chronicle the faculty member's progress toward earning tenure, with each subsequent recommendation addressing how the faculty member has responded to suggestions from the department's/ school's previous recommendations.

The review and recommendation at the end of the probationer's third year should address the entire period of employment. It should carefully assess whether or not the probationer is on track to receive tenure. This review should be conducted with all the seriousness and attention to detail of a review for tenure. A probationer who is clearly not on track to receive tenure should not be recommended for a fourth year of probation.

The department head/school T&P chair and at least one committee member count the ballots of the committee. When there is agreement between the departmental/school T&P committee and the chair, the chair will write the recommendation and forward it along with the ballots to the appropriate Dean and Candidate. When the Departmental/School T&P



committee and department head/school chair do not agree, the committee will select a member to write the recommendation. The department head/school chair will write a separate recommendation. Both recommendations will be forwarded along with all submitted ballots to the appropriate Dean. The candidate will also receive copies of all of the aforementioned documents.

If the Departmental/School T&P Committee votes against the probationer's renewal, the probationer may request a second review. See Section B.7 of *this Annex* for details on a second review.

The appropriate academic dean makes the final decision regarding the probationary reappointment and subsequently informs the probationer and the department/school.

The probationer has the right to appeal following a decision of non-renewal. See Section C of *this Annex* for details on appeals.

The appropriate academic dean will maintain a file of the department's/school's annual analyses and recommendations, ballots, and final actions for each probationary review of each probationer.

2. Departmental/School Review for Tenure and/or Promotion. In the fall of the year of application for tenure and/or promotion, the Candidate submits a portfolio to departmental/school tenure and promotion (T&P) Committee. If the department head is the Candidate for promotion, then the establishment of the promotion committee and its operation follow the process prescribed for Schools in Memorandum 3-601, Section 3.E.

The assessment of each tenure case must include an open discussion between the candidate and the departmental/school T&P committee. Following careful review of the portfolio, each committee member submits a ballot in accordance with Section B.3 of *this Annex* to the department head/school T&P committee chair.

*The department head/school T&P chair and at least one committee member count the ballots of the committee. When there is agreement between the departmental/school T&P committee and the chair, the chair will write the recommendation and forward it along with the ballots to the appropriate Dean and Candidate. The recommendation is written as described in Section B.4 of this Annex.*

When the departmental/school T&P committee and department head/school chair do not agree, the committee will select a member to write the recommendation. The department head/school committee chair will write a separate recommendation. Both recommendations will be forwarded along with all submitted ballots to the appropriate Dean and the Candidate. If the Departmental/School T&P Committee has voted against the tenure and/or promotion of a candidate, the candidate may request a second review of the case by the Departmental/School T&P Committee. See Section B.7 of *this Annex* for details on a second review.

The Departmental/School Review must be completed by the end of the fall semester. The department head/school T&P chair will submit all physical documentation provided by the candidate to the appropriate academic Dean.

3. Ballots (Departmental/School T&P Committee and FTPC). Each Committee Member, except for the department head, submits a confidential and anonymous written, typed ballot to the Chair of the Committee. Faculty members are only allowed to review candidates at one level in the process, as stipulated below.

a. The departmental/school representative to the FTPC votes at the Department/School level and abstains from voting on the FTPC.

b. The department head abstains from voting, since this individual will be writing the recommendation of the candidate for probationary reappointment, tenure, or promotion. The department head will provide his/her endorsement of the Candidate in the recommendation that will accompany the departmental ballots. See Section B.4 of *this Annex* for details on the recommendation.

c. The school committee chair, just like other members of the school, writes an individual ballot. This person will refrain from including an evaluation of the candidate in the written recommendation described in Section B.4 of *this Annex*. The same will be true whenever a faculty member in a department is serving in place of the department head on the departmental T&P committee.

d. Since the recommendation from the Chair of FTPC (see Section B.6 of *this Annex*) will only include a tally of the votes and a positive or negative conclusion based on the votes of each FTPC member for tenure and/or promotion, then the Chair is eligible to vote on each candidate, except for those from his/her own department/school.

e. When a Candidate applies concurrently for both tenure and promotion, one ballot is cast for tenure and another for promotion. The ballots must be clearly labeled.

f. The ballot must contain a well-reasoned, professional assessment of the Candidate's qualifications for tenure or promotion and a rationale for supporting or not supporting the candidate. The qualifications must address the Candidate's professional status with regard to teaching, scholarly activity, and service.

g. A committee member may submit ballots electronically to the committee (departmental/school or FTPC) chair or direct the chair as to how to cast ballots for him or her if unforeseen circumstances prevent the committee member from attending a scheduled meeting of the departmental/school committee or the FTPC.

4. Recommendation (Department Head/School T&P Committee Chair and Dean)

**Table 3. Table of Authorities for Recommendations Based on Application**

<b>Application</b>	<b>Original Recommender</b>	<b>Next Higher Authority</b>	<b>Next Most Higher Authority</b>
Probationary Reappointment	Department Head/School T&P	Dean	Not Applicable
Tenure	Department head/School T&P Committee Chair	Dean	FTPC
Promotion to Senior Instructor	Department Head/School T&P Committee Chair	Dean	Not applicable
Promotion to Associate Professor or Professor	Department Head/School T&P Committee Chair	Dean	FTPC

Recommendations to the next higher authority (Table 3) must include the following items, as appropriate:

- a. The full name of each committee member (to be done by department head/school T&P chair).
- b. An explanation of the expected workload of the candidate: average course load per semester; course releases for graduate courses, practicum, research, or internships; advisee load, any administrative requirements, etc.
- c. A well-reasoned, professional assessment of the candidate's qualifications in the areas of teaching, scholarship, and service (to be done by department head).
- d. A rationale for the recommendation; the rationale must address the evidence that has most influenced the recommendation (to be done by department head).
- e. A description of the review process followed by the committee (to be done by department head/school T&P committee chair). One recommendation is written for probationary reappointment. Separate recommendations are written for tenure and promotion. All members of the Departmental/School T&P Committee are required to sign the committee's recommendation(s) of the candidate for probationary reappointment, tenure, and promotion in order to ensure that the consensus vote was accurately represented.

5. Dean's Review for Probationary Reappointment, Tenure, and Promotion. The Dean carefully reviews the candidate's submitted portfolio, the departmental/school ballots, and the department head's/school committee chair's recommendation. For probationary reappointment, the Dean makes the final decision and informs the probationer, department head/school T&P chair, and Provost of the decision in writing as described in Section B.4 of *this Annex*. For tenure and/or promotion to associate professor or professor, the Dean submits a written recommendation (see Section B.4 of

*this Annex* for details) to FTPC and the Provost. The Dean also sends a copy to both the candidate and the department head/school T&P chair. In the case of promotion from instructor to senior instructor, the Dean makes the final promotion decision.

If the dean does not concur with the recommendation of the department head/school T&P chair or the departmental/school T&P committee, then the candidate may request a second review of the case by the Dean. See Section B.7 of *this Annex* for details on a second review.

For tenure and/or promotion, the Dean's review must be completed by the end of the fall semester. The Dean will submit the physical documentation, which had been provided by a candidate, to the Chair of FTPC.

6. FTPC's Review for Tenure and/or Promotion. Using *this document* and the departmental/school standards, each member of FTPC carefully reviews the portfolio, the departmental/school ballots, and the recommendations of the department head/T&P committee chair and Dean of each candidate. The FTPC makes a recommendation to the Provost from a college-wide faculty perspective concerning the candidate's qualifications for tenure and/or promotion. Each committee member submits a ballot on each candidate to the Chair of FTPC. The ballot is written in accordance with Section B.3 of *this Annex*.

The Chair of FTPC along with several members of the committee counts the ballots of each candidate. The Chair records the tally and the overall recommendation as positive or negative for each candidate. An affirmative recommendation requires a positive vote from at least two-thirds of the committee members casting votes, excluding abstentions. The tally and recommendation are disclosed to the candidate. If FTPC has voted against the tenure and/or promotion of a candidate, the candidate may request a second review of the case by this committee. See Section B.7 of *this Annex* for details on a second review.

The Chair of FTPC subsequently forwards the committee's recommendation along with the ballots of each member of FTPC to the Provost. This recommendation only includes the tally of votes and a statement of affirmation or denunciation for tenure and/or promotion. The Chair of FTPC also provides a copy of this recommendation and the ballots to the candidate.

In most cases the work of FTPC, regarding the year's slate of candidates for tenure and/or promotion, is completed by mid-March. Once the ballots are cast and the recommendations have been made to the college administration, there should not be any communication about the candidates between members of FTPC and the administration until decisions have been handed down by the Provost and/or President to the candidate.

7. Second Review. If the recommendation of the departmental/school T&P committee, department head/school committee chair, Dean or FTPC does not support probationary reappointment, tenure and/or promotion, the candidate may request a second review by the same committee or individual. The request must be made in writing

within five business days of receipt of the written recommendation. Within the request, the candidate should indicate whether a written statement of clarification will follow or an interview with the committee is desired. It is expected that the second review will be held within ten business days of receipt of the written request. The purpose of a second review is to clarify information that the candidate believes may have been misunderstood or overlooked.

The written statement or interview of the candidate will address the concerns expressed in the ballots and/or recommendation through clarification of the originally submitted materials or presentation of missing or new evidence. The written statement may also include supporting evidence from other faculty members. The interview may also include evidence presented by other faculty members.

When the candidate submits a written statement to the departmental/school T&P committee, department head/school committee chair, Dean or FTPC, the convening body will read the statement and reevaluate the case. If further information is needed, the department head/school committee chair, Dean, or Chair of FTPC will contact the candidate in writing.

When an interview has been requested for a second review, the departmental/school T&P committee, department head/ school committee chair, Dean or FTPC will make arrangements with the candidate for a meeting at a mutually convenient time. Where other faculty members are involved, a common time will likewise be arranged. The convening body may ask questions during the aforementioned meetings.

Regardless of the method used for the second review, the ballots and recommendation will be written as described in Sections B.3 and B.4 of this Annex, respectively.

a. Positive Recommendation. If a positive recommendation is made, then the new recommendation and ballots will replace the original recommendation and ballots. The new recommendation will not mention the need for a second review. The written request for a second review by the Departmental/School T&P committee, department head/ school committee chair, or dean will not be submitted to FTPC.

b. Negative Recommendation. If a negative recommendation is sustained by the second review, then the written request, the new ballots from each committee member (for Departmental/School T&P Committees or FTPC), and the new recommendation become attachments to the original recommendation and ballots.

c. Communication following Recommendation. In either case (positive or negative recommendation), the work of the FTPC on the year's slate of candidates for tenure and/or promotion, is hereby completed and there should not be any communication between members of FTPC and the administration until decisions have been handed down by the Provost and/or President to the candidate.

8. Provost's and President's Decisions for Tenure and/or Promotion. The Provost makes recommendations for the tenure of a candidate to the President, who makes the final decision. The Provost makes the final decision for the promotion of a candidate. The Provost sends a letter containing the decision on tenure and/or promotion to the candidate. The Chair of FTPC will subsequently return all physical documentation to the candidate. Upon receipt of written notice of the President's decision regarding **tenure**, the candidate may appeal to the Board of Visitors based on the grounds presented in the appeals section of *this policy*. Upon receipt of written notice of the Provost's decision regarding **promotion**, the candidate may appeal to the President based on grounds presented in the appeals section of *this policy*. A candidate who is denied promotion may not apply again for promotion until at least one full academic year has passed. All actions should be completed by mid-April.

9. Evaluation for Tenure upon Appointment. Tenure upon appointment is considered only at the senior academic ranks when hiring a Provost, Academic Dean, Department Head, Endowed Chair, or senior faculty member for a leadership position. For any search where tenure upon appointment is likely to be considered, the Chair of the Search Committee will forward the list of finalists and their materials (letter of application, curriculum vitae, letters of reference, etc.) to the appropriate Academic Dean (in the case of any search for Department Head, Endowed Chair, or senior faculty member), FTPC via the Chair, and the Departmental/School T&P Committee in a timely manner, such that the latter two committees can not only participate in the process but more importantly make a recommendation on tenure (and not faculty rank) to the Provost. These reviews will occur at the same time that the Search Committee is conducting its interviews of the finalists.

For all positions, except Provost, the current Provost will oversee this process. In the case of hiring a Provost, the President or his/her designee will perform the functions assigned to the Provost.

Following careful review of the materials listed above, each member of the Departmental/School T&P Committee and each member of FTPC submits a ballot to the respective Chair. These aforementioned committees work in parallel on the evaluation of finalists for a senior academic rank. The ballots are to be marked "yes", "no", and "abstain", and the departmental representative will abstain. A "yes" vote indicates support of the Candidate, whereas a "no" vote indicates an absence of support for the Candidate. The Chair and at least one committee member count the ballots of the committee. The Chair of each committee submits the tally of the committee's ballots as a recommendation to the Provost. When time does not permit the FTPC to evaluate finalists, the Departmental/School T&P Committee and the Chair and Vice Chair of FTPC will evaluate each finalist. The Departmental/School T&P Committee will follow the previously described protocol. The Chair and Vice Chair of FTPC will each submit independent recommendations, like the ballots previously described, to the Provost.

The Provost will forward the recommendations of FTPC and the Departmental/School T&P Committee to the Search Committee for its review. The Search Committee will then

provide a list of acceptable candidates to the Provost for consideration. The Provost will review all recommendations and subsequently make a recommendation to the President regarding tenure upon appointment. The President makes the final decision for tenure on appointment. The Provost will decide which faculty rank to award the selected person.

C. Appeals. Whenever a faculty member has been terminated or denied probationary reappointment or tenure and/or promotion, the candidate may file an appeal to the Chair of the Appeals Committee (AC). The written request for an appeal must be submitted to the Chair of AC within five business days of receipt of the recommendation for probationary reappointment or tenure and/or promotion or termination. An appeal examines the procedure by which the decision was reached, not the decision itself. An appeal is not the re-evaluation of the qualifications of a candidate for probationary reappointment, tenure, or promotion. A Candidate may appeal for the following reasons:

1. If at some point during the recommendation process the approved procedures were not followed and this failure has affected the decision;
2. If a recommendation or decision is not based on the published criteria, which are the Departmental/School standards and *this policy*; or
3. If evidence regarding the candidate's qualifications suddenly becomes available that, although it existed at the time the recommendation or decision was made, was for some reason inaccessible to the parties who made the recommendation or decision.

The Chair of the AC will call the first meeting of the committee at which the request for an appeal will be presented. The Chair will preside over all subsequent meetings of the committee at which the appeal is handled. The AC reviews all evidence presented in an appeal. They may call witnesses (the candidate, department head/school T&P committee chair, Dean, Chair of FTPC, Provost, or President), where appropriate.

Each committee member then submits a confidential and anonymous written, typed ballot explaining whether the appeal has grounds or not. Based on the ballots, the Chair writes a report that addresses the validity of the appeal and the procedure followed by the committee. The Chair provides a copy of the report and all ballots to the candidate and the appropriate college official, as listed in Table 4 (in cases for reappointment, the appropriate Dean; tenure, the President; and promotion, the Provost).

If the Appeals Committee does not find adequate reasons for an appeal, the original decision-maker makes the final decision, as listed in Table 4 (that is the academic dean for probationary reappointment, President for tenure, and Provost for promotion).

If the Appeals Committee does find adequate grounds for an appeal, the final decision is made by the next-higher authority, as listed in Table 4 (that is, the Provost for probationary reappointment, Board of Visitors for tenure, and President for promotion).

**Table 4. Table of Next Higher Authorities for Appeals Based on the Application and the Original Decision Maker**

<b>Application</b>	<b>Original Decision Maker</b>	<b>Next Higher Authority</b>
Probationary Reappointment	Academic Dean	Provost
Senior Instructor	Academic Dean	Provost
Tenure	President	Board of Visitors
Promotion	Provost	President

## **ANNEX E**

### **Instructions for Curriculum Vitae and Sample**

The Citadel's FTPC is providing this outline to help candidates generate a Curriculum Vitae (CV) for the committee's review. This CV is meant to provide an overview and organizational schema for your work. Our goal is to let you know what distinctions we need you to make in presenting your materials (e.g. published vs. unpublished, peer-reviewed vs. not peer-reviewed, compensated versus non-compensated service) and to help you organize your materials so they can be accurately and thoroughly reviewed. Please note:

1. We have provided a sample format below. We have tried to make a broad range of categories and subheadings to accommodate the potential data of every discipline and candidates applying at all levels. It is highly unlikely that you will have things in every category presented, so please do not worry if you do not use some (many) of the categories and subheadings. You can omit a section without bias.
2. In spite of our effort to be comprehensive, we may have missed a category central to your discipline- please feel free to add additional categories at the end of the proper section.
3. The order in which categories are presented in no way reflects greater value of one type of product over another. Everything on this list is a potential source of important data offered as an option for evidence in Memorandum 3-601. Some data may carry greater weight in one action versus another (e.g. tenure versus promotion; associate versus full professor) per the language in Memorandum 3-601, but all data are important and all are considered by FTPC.
4. After the *Teaching Overview* section, the sample category order reflects the sequence of the Annual Faculty Data Portfolio (FDP) that are completed annually. We hope this will facilitate the copying of information from one document to the other.
5. This CV format does not include an overview of everything required for T&P review. In particular, descriptive documentation of teaching effectiveness such as preparation,



presentation, student contact outside of classroom, and evaluation data will be presented elsewhere in your dossier. The quantitative teaching data requested in the CV is just to orient the FTPC readers to the nature and scope of your teaching.

Candidates may use the sample CV format for their CV or the one from their discipline. Candidates may also consult with their departmental/school FTPC representatives. The candidates must submit their CV with their request for tenure and/or promotion. In addition, organization of the dossier materials to match the CV is recommended. Please speak with your departmental/school FTPC representative if you have any questions or concerns.

First Name Last Name, degree

Department Address

(Area code) phone number

(Area code) fax number

email@address.com

## **Education**

Fellowship/Post-doctoral training, Your University, City, State; dates

Advanced degree. Your University, City, State ; dates

B.S., B.A., or A.B. in Major (magna, summa, or cum laude), Your University, City, State; dates

## **Appointments**

*List academic employment history in reverse chronological order (from most recent to oldest), noting position held, employer, location, brief description of duties and responsibilities; dates*

## **Other Positions and Employment**

*List non-academic employment history in reverse chronological order (from most recent to oldest), noting position held, employer, location, brief description of duties and responsibilities; dates*

## **Honors and Awards**

*List in reverse chronological order, with dates*

**Teaching overview (Teaching Effectiveness/Student Learning data not included here but should be detailed in dossier)**

## **A - Courses Taught**

*List in reverse chronological order, noting any special role (e.g. course developer,*

course director)

**B - Teaching Activities not included in courses listed above**

*Include graduate and undergraduate research projects mentored; List other major efforts to enhance learning beyond the normal classroom contact*

**Scholarly and Professional Activities**

*(In all cases please include dates if not part of the citation)*

**Publications**

**Books and Book Chapters**

*List in reverse chronological order within each subheading. Please note if any were printed but not reviewed by publisher/editor (e.g. pay-for-print; home- or local- publishing). Note also if any of the publishers are particularly prestigious in your field or discipline*

- 1 - Authored and co-authored books**
- 2 - Edited and co-edited books**
- 3 - Authored and co-authored chapters**
- 4 - Manuals, workbooks, or other supplemental teaching materials**

**Scholarly Journal Publications – peer reviewed**

*List in reverse chronological order within each subheading. If there are multiple authors please highlight **your name in bold***

- 1 - Published articles in Peer-reviewed journals**
- 2 - Articles accepted for publication in peer-reviewed journals**
- 3 - Complete articles published in peer-reviewed conference proceedings**
- 4 - Abstracts published in peer-reviewed conference proceedings**
- 5 - Complete articles in editorial review or invited revision stages for peer-reviewed journals**

**Other Published Evidence of Scholarship**

*List in reverse chronological order within each subheading. If there are multiple authors please highlight **your name in bold***

- 1 - Book reviews**
- 2 - Editorials**
- 3 - Educational materials not included above**
- 4 - Articles or features in popular press**
- 5 - Articles or features in non-refereed professional publications**
- 6 - OTHER scholarly products not included above**

**Presentations at Conferences and Professional Meetings**

*List in reverse chronological order within each subheading Use an asterisk or other explained notation to demarcate invited talks, symposia, and/or meetings that you*

*helped to organize. If there are multiple authors please highlight **your name in bold**. Include dates if not part of the citation*

## **I - Peer Reviewed**

### **2- State/Regional organizations**

### **3- Local organizations**

## **B - Workshops**

## **II - By Invitation or Volunteer** (Repeat headings and subheadings above as needed)

### **Grants**

*List under sections of pending, current, and past in reverse chronological order Include the title of grant, granting agency, and amount. State your role, also identifying the PI if you are not the PI. Include dates if not part of the citation*

#### **A - Externally Funded Research Grants B -**

#### **Externally Funded non-research grants C -**

#### **Citadel Foundation (CF) research grants**

#### **D - Citadel Foundation (CF) presentation or development funds**

## **Workshops and Professional Development Activities**

#### **A - Workshops attended for professional development**

#### **B - Advanced courses or other off-campus professional development activities**

#### **C - Participation in on-campus professional development activities**

#### **D - Professional licensure or certification obtained**

## **Service**

### **Service to the College, Schools, and Department**

*List in reverse chronological order within subheadings, noting leadership positions held; dates; Please use a (\*) to mark any service for which additional monetary compensation was provided*

### **Service to College**

#### **A - Standing college-wide Committees**

#### **B - College-wide *ad hoc* committees or task forces**

#### **C - College-wide Accreditation or Strategic Planning Initiatives**

#### **D - Other service to the College**

**Service to School and/or Department A -**

**Departmental/School standing committees/Programs B**

**- Departmental ad hoc committees or task forces C -**

**Other School or Departmental service**

**Service to Students**

**A - Summary of student advising responsibilities**

**B - Faculty Advisor roles for clubs, companies, or other student groups**

**C - Other service to students**

**Service to the Community or Public**

*List in reverse chronological order within subheadings, noting leadership positions held;  
Please use a (\*) to mark any service for which additional monetary compensation was  
provided*

**Service to the Discipline**

*List in reverse chronological order within subheadings, noting leadership positions held;  
Please use a (\*) to mark any service for which additional monetary compensation was  
provided*

**A - Offices in local, state regional, or national organizations B -**

**Committee work in local, state regional, or national organizations C -**

**Service in editorial reviewing for conferences or publications D -**

**Service on Editorial Boards**

## **ANNEX F**

### **Procedures for Dismissal “For Cause”**

If an academic Dean, department head, or other college official thinks there is a good reason to remove a faculty member from an appointment, the Provost must investigate the recommendation to determine whether or not the reason is sound. If, after investigating the situation, the Provost agrees that the faculty member may need to be removed, the Provost and the faculty member in question must first discuss the situation to determine if a satisfactory resolution can be made.

If the Provost and the faculty member are unable to resolve the issue, the Provost or other college official must inform both the faculty member and the President in writing within five business days of the intent to terminate the employment of the faculty member. The letter must include a clear statement of the charges and the right of the individual to request a hearing by the Appeals Committee. See Annex D, Section C on appeals for details.

If the faculty member does not request a hearing with the Appeals Committee within five business days of receipt of notification of termination from the Provost, the President will send the faculty member a written notification of termination within ten business days of the receipt by the faculty member of the notification from the Provost. If the faculty member requests a hearing with the AC, the faculty member must inform the President, the Provost, and the Chair of the AC in writing within five business days of receipt of the notification of termination. If the faculty member would like to be interviewed by the AC, the individual should state this in the written request. If the Candidate would prefer to communicate solely in writing, the individual should indicate that in the written request. At this point, the Provost must provide the Chair of the AC a letter containing a detailed statement of the charges against the faculty member and a description of the factual basis of the charges. The Provost may designate a representative to help develop the case.

Members of the AC may excuse themselves for conflict of interest. The faculty member also has the right to dismiss up to two members of the AC without giving a reason. Removed committee members will be replaced by faculty members on the list of alternates, who were assigned by the Senate Organizing Committee of the Faculty Senate at the beginning of the calendar year. Should there not be enough alternates to maintain the AC at five members, the Provost and Chair of the FTPC will agree on additional members for the committee.

The following standards and procedures shall apply to both the hearing in front of the AC and the response in writing:

1. The AC will set the time (no sooner than ten business days after receiving the written request for either a hearing in person or in writing) and place for the hearing. The AC may extend this period of time at its discretion.

2. If the faculty member has opted to respond to the charges in writing and forgoes an interview, the AC will evaluate the charges based on evidence submitted by the Provost and the written response to the charges submitted by the faculty member, and base its recommendation on this evaluation.
3. In the case of a hearing in person, the faculty member decides whether the hearing should be public or private.
4. The faculty member may be represented by an academic advisor and/or legal counsel at every step of the process, whether the hearing is in person or in writing.
5. The entire hearing will be recorded and any party to the process (the faculty member, member of the AC, Provost, etc.) may request a written transcription of the recording.
6. It is the College that must show proof of cause based on clear and convincing evidence.
7. The faculty member may offer any evidence or call any witnesses pertinent to the issue. The Provost will help secure the cooperation of witnesses and provide access to documents and other evidence under his or her control.
8. If evidence or witnesses are introduced about which one or the other party has no knowledge, the AC will allow sufficient time to investigate.
9. Both parties may confront and cross-examine witnesses. If a witness is unable to attend the hearing and has submitted a written statement, the AC may decide whether or not to admit the statement as evidence. If it is admitted, the AC will identify the witness and provide an opportunity for further questions, either in person or in writing if necessary.
10. The AC is not bound by strict rules of legal evidence; however, it should make every reasonable effort to obtain reliable evidence.
11. If either the faculty member or the administration has legal counsel, the AC may also have legal counsel should it think it necessary. In this case, the College will pay for the AC's legal counsel.
12. The recommendation of the AC will be based solely on the recorded record of the hearing. The AC will provide its recommendation to the President, Provost, and faculty member in writing and within five business days of the conclusion of the hearing.
13. The President will inform the faculty member and the AC of his or her decision and provide a summary of supporting reasons in writing within five business days of the receipt of the recommendation from the AC.
14. A faculty member may appeal a decision to terminate to the Board of Visitors in writing within five business days of having received a negative decision from the President. The Board of Visitors has its own procedures for hearing such an appeal.

If a faculty member decides to appeal the decision that has been made to terminate his or her appointment to the Board of Visitors, the Provost and the AC must decide whether or not to suspend the faculty member or assign him or her other duties pending the final decision. They should only decide to suspend or reassign if they believe continuing in the original job will harm the faculty member or someone else. If a faculty member is suspended, he or she will continue to draw salary.

If a faculty member is dismissed, the salary will terminate on the effective date of dismissal.