

## Contracts

### A. Contracts for Teaching Faculty

#### 1. Categories of Appointments

As set forth in policies established by the Board of Trustees, Elon University seeks to appoint and maintain a faculty that is 85-90% tenured/tenure track. Tenure track and tenure should be maintained at 85-90% departmentally and institutionally. The university offers the following types of appointments:

##### a. Tenure Track and Tenure Appointments

- 1.) Tenure track appointments are for full-time teaching faculty in tenurable positions. Only full-time faculty with tenure track appointments are eligible for tenure. On the 4-1-4 calendar, the standard load for tenure track appointments will be 24 semester hours.
- 2.) Tenure track appointments include a probationary period of 4, 5, or 6 years. During the probationary period these appointments are of a fixed term length, normally one academic year with no guarantee of reemployment. Following the probationary period and the tenure review process, the president may recommend tenure appointments to the Board of Trustees. The authority to grant tenure rests solely with the Board of Trustees. Those individuals not awarded tenure may be given one additional year of employment.
- 3.) The doctorate, or highest degree in the discipline or field, will be a basic criterion for tenure. Exception to this standard may be made in unusual cases where work experiences and accomplishments in the discipline or field outweigh the terminal degree.
- 4.) Tenure appointments are for full-time teaching faculty who have been tenured.

##### b. Continuing Track Appointment

- 1.) Continuing track appointments are for full-time teaching faculty (24 semester hours/yr) and provide for fixed term periods of employment with no expectation of tenure.
- 2.) Continuing track appointments include a probationary period of 4 years. During the probationary period, continuing track appointments are of fixed

term length, normally one academic year, with no guarantee of reemployment.

- 3.) Faculty on continuing track appointments are eligible for travel funds equal to that of tenure-track faculty and are eligible to compete equally for faculty research and development funds.
- 4.) In the fourth year, a teaching faculty member with continuing appointment is reviewed by his or her chair, dean, and senior departmental faculty. The continuance decision review is based primarily on demonstrated teaching and service and, secondarily, on professional activities appropriate to an assistant professor. Final decision for transition out of probationary status on the continuing track is made by the provost/vice president for academic affairs.

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- 5.) Following the favorable probationary period, and upon favorable decision by the provost, a teaching faculty member with a continuing track appointment will receive a 2-year annually renewable contract. Those individuals not offered a continuing contract may be given an additional year of employment.
- 6.) Faculty on continuing track appointments may stand for promotion from Assistant to Associate Professor after at least 6 years in rank. Upon favorable promotion decision by the Board of Trustees, a teaching faculty member with a continuing track appointment will receive a 3-year annually renewable contract and an annual \$3,000 salary supplement.
- 7.) The doctorate, or highest degree in the discipline or field, will be a basic criterion for continuing track appointments. Exception to this standard may be made in unusual cases where work experiences and accomplishments in the discipline or field outweigh the terminal degree.
- 8.) Teaching faculty on continuing track appointments whose initial appointment was at the Associate Professor rank will receive a 3-year annually renewable contract and an annual \$3,000 salary supplement following the probationary period and upon favorable decision by the provost.

c. Lecture Track Appointment

- 1.) Lecture track appointments are for full-time teaching faculty (26-28 semester hours/yr) and provide for fixed term periods of employment with no expectation of tenure.

- 2.) Lecture track appointments include a probationary period of 4 years. During the probationary period, lecture track appointments are of a fixed term length, normally one academic year, with no guarantee of reemployment.
- 3.) Faculty on lecture track appointments are eligible for travel funds equal to that of tenure-track faculty and are eligible to compete equally for faculty research and development funds.
- 4.) In the fourth year, a teaching faculty member with a lecture track appointment is reviewed by her or his chair, dean and senior departmental faculty. The continuance decision review is based primarily on demonstrated teaching and service. Faculty holding lecture track appointments are expected to focus on and be exceptional teachers, and to be actively engaged in service to the institution. Lecture track faculty are also expected to participate in professional activities that keep them abreast of their fields and enhance their teaching and service to the institution. Final decision for transition out of probationary status on the lecture track is made by the provost/vice president for academic affairs.

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- 5.) Following the probationary period, and upon favorable decision by the provost, a teaching faculty member with a lecture track appointment will receive a 2-year annually renewable contract. Those individuals not favorably reviewed may be given an additional year of employment.
- 6.) Faculty on lecture track appointments may stand for promotion from Lecturer to Senior Lecturer after at least 6 years in rank. Upon favorable promotion decision by the Board of Trustees, a teaching faculty member with a lecture track appointment will receive a 3-year annually renewable contract, a raise equivalent to that of a promotion from Assistant to Associate Professor, and a one-time 4-semester hour course reduction.
- 7.) Teaching faculty on lecture track appointments whose initial appointment was at the Senior Lecturer rank will receive a 3-year annually renewable contract, a raise equivalent to that of a promotion from Assistant to Associate Professor, and a one-time 4-semester hour course reduction following the probationary period and upon favorable decision by the provost.
- 8.) The master's will be a basic criterion for lecture track appointments.

**d. Visiting Appointments**

- 1.) Visiting appointments are for full-time teaching faculty (24 semester hours/yr) and provide for fixed term periods of employment with no expectation of tenure.
- 2.) Visiting appointments are of fixed term length, normally one academic year, with no guarantee of reemployment, and can be renewed for a maximum of three years. If needed, a visiting appointment can be renewed up to an additional three years.
- 3.) Faculty on these appointments are eligible for travel funds equal to that of tenure-track faculty and are eligible to compete equally for non-sabbatical faculty research and development funds.
- 4.) A teaching faculty on a visiting appointment is reviewed by her or his chair and dean yearly. The review is based on primary assignment, normally teaching and service.
- 5.) Faculty on visiting appointments may apply for lecture track, continuing track or tenure track appointments when they become available through the regular faculty recruitment process.
- 6.) The master's will be a basic criterion for visiting appointments.

**e. Limited Term Appointments**

- 1.) Limited Term appointments are for full-time teaching faculty (24 semester hours/yr) and provide for fixed term periods of employment, normally one academic year with no guarantee of reemployment, and can be renewed for a maximum of four years.
- 2.) Faculty on these appointments may be eligible for travel funds at the dean's discretion.
- 3.) A teaching faculty on a limited term appointment is reviewed by her or his chair and dean yearly. The review is based on primary assignment, normally teaching and service.
- 4.) Faculty on limited term appointments may apply for lecture track, continuing track or tenure track appointments when they become available through the regular faculty recruitment process.
- 5.) The master's will be a basic criterion for limited term appointments.

(6/09)

## 2. Granting of Tenure

- a. The university seeks to appoint and maintain a faculty that is 85-90% tenured/tenure track. Tenure track and tenure should be maintained at 85-90% departmentally and institutionally. These guidelines will enable the university to benefit from the stability of a core of tenured faculty and from the influx of new faculty. These guidelines will also provide flexibility to respond to enrollment and program changes that occur in the course of time. The administration is principally responsible for allocation of positions in accordance with the long-term direction of the institution and its obligation to manage resources so as to maintain the mission of the university. The faculty is principally responsible to provide information and evaluation regarding the individual's competence and relevance of training and skills to the present and short-term programmatic needs of the university.
- b. Tenure track positions are allocated to departments or programs by the provost/vice president for academic affairs in consultation with the deans and department chairs. If a tenure track position is available, the provost/vice president for academic affairs, and the appropriate dean, following consultation with the department chair and considering the overall needs of the university, determine that the position either be offered to a current member of the faculty or be advertised externally. When a tenure track position is offered to and accepted by a current member of the faculty, standard tenure review procedures will be followed.
- c. Subject to the financial resources of the university, academic tenure implies continuation of employment until retirement, provided that the faculty member continues to adhere to the standards of teaching and scholarship that are essential to the mission and goals of the university.
- d. It is of importance to the university to have the quality of faculty performance high and clearly demonstrated before tenure is awarded. The process and criteria associated with tenure are as described in section II-8. For tenure, the burden of proof rests with the faculty member. It is the responsibility of the candidate to know the process and the requirements and to ensure that his/her personnel file is complete. Faculty members who are granted tenure will be notified in writing of the decision; those who are not granted tenure will be given notice of that decision.

## 3. Review Process

- a. Probationary Period for Faculty on Tenure Track

- 1.) The length of the probationary period for a tenure track appointment is determined by the provost/vice president for academic affairs at the time of the initial appointment, following consultation with the dean. The faculty member should be consulted in making this decision. The probationary period is normally 4, 5, or 6 years, depending on the faculty member's prior full-time college teaching experience.
  - 2.) A faculty member with no full-time college teaching experience normally will have a 6-year probationary period. A faculty member with 1 year of full-time college teaching experience will have a 5- or 6-year probationary period. A faculty member with two or more years of full-time college teaching experience will have a 4-, 5-, or 6-year probationary period.
  - 3.) When eligible, tenure track faculty have a one-time only opportunity during their second year of appointment to request a change in their probationary period. Before contracts are offered in April of year two, faculty, in writing to the dean, may choose to change their pre-selected probationary period following the same guidelines as when initially appointed.
- b. Probationary Period for Faculty on Continuing Track and Lecture Track
- 1.) The length of the probationary period for a faculty member on continuing track is 4 years. Faculty in continuing track are reviewed annually by their chair. In the fourth year, the faculty member is reviewed by his or her chair, dean, and senior departmental faculty. Following the probationary period, and upon favorable decision by the provost/vice president for academic affairs, a teaching faculty member with a continuing track appointment will receive a 2-year annually renewable contract. Those individuals not offered a continuing contract may be given an additional year of employment.
  - 2.) The length of the probationary period for a faculty member on lecture track is 4 years. Faculty in a lecture track are reviewed annually by their chair. In the fourth year, the faculty member is reviewed by his or her chair, dean, and senior departmental faculty. Following the probationary period, and upon favorable continuance decision by the provost/vice president for academic affairs, a teaching faculty member with a lecture track appointment will receive a 2-year annually renewable contract. Those individuals not favorably reviewed may be given an additional year of employment.
- (07/10)
- c. Stop the Clock

In exceptional circumstances a faculty member may request a 1-year extension of the probationary period. The faculty member, following consultation with the department chair and dean, must submit this request to the provost/vice president for academic affairs, who makes the final determination.

d. Non-Renewal of Probationary Faculty

- 1.) Faculty in their first year of full-time teaching at Elon will be notified by January of the current academic year if their contract will not be renewed for a second year.
- 2.) After completing the first year, faculty will be notified by April of the current academic year if their contract will not be renewed beyond the next academic year.

e. Post-Probationary Reviews

All faculty will be reviewed comprehensively every 5 years following tenure and/or continuance decisions.

f. Applying for a Tenure Track Opening from an Existing Position

- 1.) When tenure track positions are announced by a department, qualified faculty members from continuing track, lecture track and visiting appointments may submit their name as applicants. If successful in securing the tenure track position, faculty should consult the chair and dean to determine the length of the probationary period prior to their tenure decision.
- 2.) For faculty on continuing track who accept a tenure track position, the annual cash supplement will terminate at the beginning of the tenure track contract period.

4. Minimum Teaching Expectation

Faculty members periodically receive release time and reassigned time to support their teaching, university service and professional activity. In the event of an accumulation of release and reassigned time (including 499 and other accrued supervision), all full-time teaching faculty are expected to teach a minimum of 12 semester hours each academic year, with at least one course each fall and spring term except in the case of a sabbatical or teaching sabbatical. An exception may exist for extraordinary university duties or projects, and, occasionally, for teaching faculty holding significant leadership positions of four or more years

duration with approval of the appropriate dean. If such an exception is granted, the full-time faculty member receiving the reduced load must teach at least one course in the Fall semester and one course in the Spring semester.

(07/13)

#### 5. Academic Associate Deans

Associate deans of the college/schools serve and support the dean of the college/school, carrying out specific responsibilities assigned by the dean, as well as assuming other duties in support of academic affairs, specifically, and the University, more generally. Duties vary and range within the scope of the dean's responsibilities as outlined in the Faculty Handbook. Though the associate deans may be called upon to assist their dean in personnel matters, decisions concerning faculty evaluation with regard to raises, promotions, and tenure, rest solely with the dean.

Associate deans normally teach two courses (8 shs) per academic year; are evaluated as teaching faculty (see Section II-8 in the Faculty Handbook) and, like department chairs, have their Unit III's completed by the dean of their college/school; remain eligible for promotion in rank; and continue to be eligible for teaching faculty professional development supports, excluding reassigned-times distributed either through departments or FR&D, and Summer Fellowships and year-long sabbatical options.

Following communication with faculty about the process, an appropriate open application period, participation of a faculty search committee, an announcement of the finalists, and opportunity for faculty and staff to offer feedback to the search committee on the finalists, associate deans are appointed by the dean of the college/school, subject to the approval of the provost. Appointment does not confer an expectation of continuous appointment as associate dean.

(07/09)

#### B. Contracts for Appointment to Faculty Rank: Academic Support Staff and Administrative Staff

1. At Elon University, persons holding administrative or academic support positions are appointed to faculty rank on the basis of three criteria: a) pertinent professional qualification, b) relationship to the educational mission of the university, and c) level of supervisory responsibility. Generally, those appointed to faculty rank should meet all three criteria.
  - a. Pertinent professional qualification. Individuals considered for faculty rank must hold professional degrees from accredited colleges or universities. These



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degrees are to be appropriate to a field of academic specialization or to a position of program leadership. Normally, these degrees should be at the master's degree level or above.

- b. Relationship to the educational mission of the university. Candidates for faculty rank must occupy positions that are central to the broader educational goals of the university as reflected in the institutional mission statement. This connection should be made clear as grounds for the appointment.
  - c. Level of responsibility. Normally, those appointed to faculty rank should have clear supervisory status, understood as educational leadership of other faculty or academic support staff. In general, faculty status is appropriate only for those who hold key positions of academic program leadership or coordination.
2. Letters of agreement for administrative staff and academic support staff with faculty rank are mailed on or before April 15 to be returned no later than April 30. Letters not accepted within this period and other letters not signed and returned by April 30 are void and the position is considered vacant.

(7/06)