

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. 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, with considerable weight also given to service. Professional activity appropriate to an assistant professor is also considered. 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 tract, 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.

2. Granting of Tenure

- a. The university seeks to appoint and maintain a faculty that is 85-90% tenured/tenure track. Normally, 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-4 and 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
- e. Only the Board of Trustees of the University can grant tenure. The granting of tenure is reserved for those probationary faculty members who have met the University's standards in the tenure process, including:
 - i. The award of tenure is for persons on tenure track with the terminal degree and at least six years' experience as an assistant professor or, for persons on tenure track without the terminal degree, at least six years' experience as an assistant professor, and significant professional experience.

- ii. The award of tenure is for faculty members who have served at least four years on tenure track at Elon University.
- iii. The award of tenure is for faculty members who have clearly demonstrated an ongoing record of high quality in each of the following areas: teaching, contributions to the life of the university and professional activity.
- iv. Only in exceptional cases will faculty members be granted tenure who have not met the preceding standards.

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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.

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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.

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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 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)

C. Contracts for Librarians

1. Appointment with Faculty Status. Elon librarians are hired as Academic Support Staff with Faculty Rank with accompanying privileges and responsibilities (see Sections I-3, 1-4, II-2 B, and II-4 C of the Faculty Handbook). All Academic Support Staff with Faculty Rank are subject to an initial three month probationary period and undergo an annual performance review and evaluation as required for contract renewal.

2. Librarian Ranks. Most initial full-time librarian appointments are made at the Assistant Librarian rank, with librarians holding a Masters of Library Science or Information Science degree from an American Library Association-accredited program (considered the terminal degree). Librarians hired with more than 10 years of professional experience in other academic libraries may be hired at Associate Librarian rank. New librarian appointments include a probationary period of 4 years. During the probationary period these appointments are of a fixed term length, normally one academic year with no guarantee of reemployment.
 - a. Assistant Librarian. Assistant Librarians are expected to be effective librarians who are engaged in serious disciplined and continuing study which will permit them to increase their competence in their field. They are in the process of developing a professional identity and specialized competence in a technical, subject or administrative area of librarianship. A librarian at this rank participates in the development and implementation of new programs, services and policies, and contributes to the mission and goals of Belk Library and Elon University.
 - b. Associate Librarian. Associate Librarians are consistently engaged in high quality librarianship, service, and scholarly/professional activities. They have made creative contributions to the programs and services of Belk Library. They have demonstrated professional achievement through leadership in professional organizations and/or scholarship, and have provided sustained service to the University supporting its overall mission and goals.
 - c. Senior Librarian. Senior Librarians have established ongoing records of exceptional librarianship, professional activity, and institutional service that surpass what is expected of librarians at other ranks. They should be recognized as exemplary librarians who uphold high professional and ethical standards. They should be currently involved in professional work that extends past achievements. Their service to the University should reflect understanding of its purposes and demonstrable leadership in fulfilling these purposes. Senior Librarians demonstrate the highest degree of independent responsibility, judgment, and accountability within all areas of job assignment; demonstrate significant and acknowledged expertise in their area of specialization; achieve an established reputation as an academic librarian within the library profession and/or an academic discipline through substantial scholarly research, instruction, and/or professional activity; and provide long-term leadership and contributions within Belk Library, the University and the library profession.
3. Eligibility for Promotion
 - a. Continuance Review. A review for continuation with the Dean of the Library is required after 4 years of employment. Professional development in areas

of librarianship, professional activity and service will be reviewed. Upon a favorable decision by the Dean of the Library, the Provost, and the President, librarians will receive a 2-year annually renewable contract. Those individuals not offered a continuing contract may remain on a 1-year contract with no guarantee of reemployment.

- b. Promotion to Associate Librarian. Assistant Librarians will be eligible for promotion to Associate Librarian after 6 years of professional experience at the Assistant Librarian rank, with at least 4 years being served at Elon University. Application for promotion to Associate Librarian is required and must take place within two years of continuance review. Excellence in performance standards is required for promotion.

Standards for Performance to Advance to Associate Librarian Rank

- 1.) Demonstrate consistent growth in the skills and knowledge of librarianship, information management, and technology
- 2.) Master skills in an area of specialization in a subject, service, technical, or other area of value to the Library
- 3.) Join and actively participate in library-related professional associations and take advantage of professional developmental opportunities
- 4.) Work and communicate professionally with colleagues and patrons of the Library
- 5.) Contribute increasing service to the Elon University community, and promote Belk Library through service to Elon University

- c. Promotion to Senior Librarian

Associate Librarians will be eligible for promotion to Senior Librarian after 6 years of service at the Associate Librarian rank at Elon University; application for promotion to Senior Librarian is not required. Librarians hired in at Associate Librarian rank may apply for promotion to Senior Librarian after 4 years of service at Elon University. Excellence in performance standards is required for promotion.

Standards for Performance to Advance to Senior Librarian Rank

- 1.) Master expertise in the skills and knowledge of librarianship, information management, and technology
- 2.) Demonstrate sustained professional achievement and scholarship, evidenced by:
 - i. The achievement of specialization in a subject, service, technical, administrative, or other area of value to the Library
 - ii. Publication and presentations in the field
 - iii. Distinguished leadership in professional library associations

- iv. Successfully initiate and apply new developments, techniques, and technologies in academic library service
 - v. Work and communicate professionally with colleagues and patrons of the Library
 - vi. Demonstrate excellent service and contributions to Belk Library, the University, and the library profession
4. Promotion Review Committee. Applications for promotion will be considered by a Promotion Review Committee. The Committee will review the applications for promotion and make its recommendation(s) to the provost/vice president for academic affairs. After the provost/vice president for academic affairs has received the promotion recommendations from both the dean and the promotions review committee, the provost/vice president for academic affairs will meet with the dean and the promotion review committee to discuss the substance of the deliberations that led to their specific recommendations

The provost/vice president for academic affairs recommends promotion decisions to the president and the President recommends promotion decisions for final approval to the Board of Trustees.

The Promotion Review Committee will consist of two Elon Librarians at the Associate or Senior Librarian rank and a post-probationary member of the teaching faculty, appointed by the Provost. The teaching faculty member of the Committee will serve a two-year term. Librarian committee members will be elected by their library faculty peers for terms of two years, with no more than 2 consecutive terms. Committee members will be elected on a rotating basis: at the conclusion of each fiscal year, members who have completed their two-year term will rotate off the committee, while the other members will stay on for a second year, joined by newly elected members. Committee members will elect a chair who serves as convener.

5. Remuneration Considerations. Assistant Librarians who advance in rank to Associate Librarian will receive a 3-year annually renewable contract and one-time salary increase of \$3,000. Associate Librarians who advance in rank to Senior Librarian will receive a 3-year annually renewable contract and a one-time salary increase of \$6,000.
6. Appeals Procedure.
 - a. Grounds for appeal are limited to procedural matters. A librarian who believes that a decision has been made in his/her case which violates library promotion procedures may submit a letter expressing his or her intent to appeal the decision (referred to as Notice of Appeal) to the Library Dean.
 - b. The petition for an appeal must be filed with the Library Dean within 30 calendar days of the receipt by the librarian of the decision not to promote.

The entire appeal procedure within the Library should be completed within sixty calendar days.

- c. A Promotion Appeals Committee will be formed within 21 calendar days of an appeal request. The Promotion Appeals Committee shall consist of three members, including 1 librarian, 1 administrative staff, and 1 teaching faculty member. The Promotion Appeals Committee members may not have participated in the original decision not to promote the librarian. The librarian may select one member of the panel.
- d. The librarian filing an appeal will submit to the Promotion Appeals Committee a letter outlining the reason for appeal, as well as all necessary supporting documents. The Promotion Appeals Committee may also solicit further information and may consult with persons within and outside the University. The work of the Promotion Appeals Committee and any materials it gathers for its hearing will be kept confidential as far as is legally possible.
- e. The Promotion Appeals Committee shall submit its report with recommendations to the Library Dean and Provost. If the Library Dean and Provost's final promotion decision does not concur with the judgment of the Promotion Appeals Committee, the Library Dean should state the reasons for this in detail to the Promotion Appeals Committee and the librarian filing an appeal. This action constitutes the exhaustion of the appeals procedure. If appeal is denied, a librarian may reapply for promotion after two years.