

APPOINTMENTS AND CLASSIFICATIONS

The academic staff is composed of those employed on a nine-month (or academic year) basis—mainly persons with teaching duties—and those employed on a twelve-month or other basis, who are generally in administrative positions, research activities, librarians, and other full-year or assigned responsibilities to the University.

Truman State University is an equal employment opportunity, affirmative action employer. The University seeks to employ highly qualified faculty and staff members with strong credentials in the liberal arts and sciences and with diverse backgrounds and educational experiences.

Recruitment of faculty focuses on hiring individuals who reflect rich liberal arts backgrounds, exemplary academic records, evidence of scholarly performance and research, evidence of quality instruction, and a strong desire to teach undergraduate students.

The Hiring Process

Providing a high quality faculty to meet student and programmatic needs is one of the highest administrative priorities of the University. In order to ensure that needs are met in the most effective way, a faculty staffing plan is created for the University by the Vice President for Academic Affairs (VPAA). This plan is developed by the VPAA in consultation with the deans with final approval resting with the President. Every new search must be approved in advance and be justified within the approved faculty staffing plan. When positions become vacant for any reason, they revert to the Vice President for Academic Affairs and are subject to reallocation or elimination based on the current faculty staffing plan.

Once the need to fill a faculty position has been authorized, the division begins the recruitment process. A search committee is established by the dean consisting of faculty from within the area of the search. Each search committee member must be oriented to University policy and applicable state and federal law at the initiation of the search. This orientation is the responsibility of the dean. In the event that there are internal candidates for a position, an additional faculty member from outside the division must be appointed to the search committee. This outside-the-division faculty member must be approved by the Vice President for Academic Affairs. A position description is developed subject to approval by the VPAA, and an advertising plan is established by the dean in consultation with the search committee. When a national search is deemed appropriate, the advertising plan should be developed to produce an *appropriately diverse pool of candidates*. All tenure eligible positions should be advertised nationally. The range and

scope of searches for temporary and part-time positions will be determined on a case-by-case basis with final approval resting with the VPAA.

Initial screening takes place at the divisional level, and appropriate records for the evaluation of each applicant should be established and maintained by the division. These records, along with a request to interview candidates determined to have met the advertised requirements and to have demonstrated strong potential for the position, are submitted to the VPAA, who makes final approval for on-campus interviews. All searches should be in compliance with the University's Affirmative Action Plan and procedures that are outlined in a hiring handbook available through the Office of the President.

Faculty candidates approved for on-campus interviews should demonstrate their teaching potential through a public presentation such as a demonstration teaching session, lab or studio session, private lesson, or other appropriate venue. Every effort to seek student feedback should be made in making the final assessment of a candidate's suitability for the position. All full-time faculty candidates must be interviewed by the search committee, dean, and the Vice President for Academic Affairs (or his/her designee). When scheduling permits, the President of the University will participate in the interview process for *all* candidates for a tenure eligible position. The division should schedule such interviews. When possible, multiple candidates should be interviewed for all full-time positions.

Final appointments are made by the President when candidates receive positive endorsement from the faculty, dean, and the Vice President for Academic Affairs. Division/discipline faculty should decide in advance how their recommendations will be offered.

Ultimately, the outcome of faculty searches at Truman should result in the hiring of teacher-scholars who have demonstrated strong potential to contribute to the mission of the University.

TYPES OF APPOINTMENTS

Appointments to *regular* academic staff positions may be either term appointments (non-tenure eligible) or continuous appointments (tenure eligible). Appointments to *non-regular* academic staff positions are normally term appointments. In exceptional individual cases, continuous appointments may be made to non-regular academic staff positions. Appointees to the academic staff receive written notices of appointment that state whether their positions

are regular or non-regular and whether their appointment is for a specified term.

Academic staff positions are those where the principal services performed are teaching, directing instructional programs, providing professional library services, and/or conducting independent research. There are three classes or ranks of regular academic staff positions: assistant professor, associate professor, and professor. All other academic staff positions are considered to be non-regular, with no benefits of tenure; no number of reappointments to any non-regular position shall create any presumption of a right to reappointment or continued employment. Non-regular positions include, but are not limited to: visiting professors, lecturers, instructors, research associates, graduate assistants, research assistants, student assistants, summer session positions, less-than-full-time positions, federal or state employees attached or assigned to the University, and all temporary appointments or positions.

Temporary Faculty

Truman recognizes the value of tenure to the faculty community and to the health of the University. While most of the faculty positions at Truman are continuous, or tenure eligible, the need for flexibility and limited resources has resulted in the use of temporary faculty positions throughout the University. Truman strives to limit the number of temporary and part-time positions consistent with guidelines established by the American Association of University Professors (AAUP). It is the responsibility of the Vice President for Academic Affairs, in consultation with the deans, to develop a staffing plan for temporary faculty to deliver the various programs of the University. This plan for temporary faculty is approved by the President and is shared with the faculty via the Faculty Senate.

To meet the needs of particular programs, temporary faculty positions may be set for a fixed period, or may be renewable pending performance, continued need for instruction, and resources. The specific term of employment for each temporary position is determined by the appropriate dean upon approval of the Vice President for Academic Affairs and the President.

Part-Time Faculty

Truman does employ part-time faculty on a limited basis. Part-time faculty are hired for specific courses or academic-related tasks and are contracted for a specified term of employment. Expectations for part-time faculty are limited to their specific contractual arrangements. Part-time faculty are eligible for and encouraged to use the programs and consulting services of the Center for Teaching and Learning and other Faculty Development services. Part-time faculty with an assignment set at .75 FTE (Full-Time Equivalent)

may be eligible for limited retirement benefits in accordance with University policy (faculty should consult with their dean to determine if they meet minimum retirement benefit thresholds).

The Graduate Faculty

Only members of the graduate faculty will teach graduate courses, direct graduate research, and serve as academic advisors for graduate students. A faculty member who is not a member of the graduate faculty, or a non-faculty expert, may be given special permission by the Dean of Graduate Studies, upon recommendation by the pertinent dean, to teach a graduate course or serve on a thesis committee as deemed appropriate.

Appointments to the graduate faculty will be for a term of five years or until the next periodic review of the graduate program for the faculty member's division, whichever is the shorter period of time. Faculty members must have the following qualifications for appointment to the graduate faculty:

- ◆ possess a terminal degree or exhibit professional competence that provides a special expertise to teach courses and direct research at the graduate level;
- ◆ show evidence of scholarly productivity such as research articles in refereed journals, demonstrated external funding, presentations of juried papers before professional audiences, or demonstrated exhibits of proficiency in such fields as creative arts and music;
- ◆ demonstrate interest and participation in scholarly organizations transcending the local campus by attending regular meetings, lectures or conferences of learned societies in his or her discipline, and by maintaining membership in at least one such society;
- ◆ show evidence of willingness and ability to direct thesis work and independent study at the graduate level or to serve on thesis committees; and,
- ◆ be active in graduate programs through regular involvement and through teaching of graduate courses, participation in thesis committees, and/or direction of research.

Master of Arts in Education Faculty

Master of Arts in Education (MAE) faculty members include those individuals who are assigned to the Division of Education and those of other divisions who teach professional education courses in the Master of Arts in Education program. The discipline-specific MAE faculty members, though located within the division of their discipline, have dual divisional responsibilities and meet regularly with the Division of Education on teacher education matters. The Division of Education provides a person who facilitates the effective participation of all faculty in program operations

and strengthens the liberal arts and sciences emphasis of the University by linking the various disciplines with the discipline of education.

Although the MAE degree is housed in the Division of Education, the degree program is a campus-wide endeavor that involves faculty from throughout the University. Members of the academic staff or faculty are recommended and approved for the education faculty by the respective deans, the Head of the Division of Education, the Vice President for Academic Affairs, and the President.

The MAE faculty members are selected and retained on the basis of academic preparation and professional qualifications, membership and participation in professional organizations, continuing association and involvement with elementary and secondary schools, and commitment to the needs of the teaching profession and the University MAE Program.

The members of the MAE faculty regularly have instructional and supervisory responsibilities for the professional education of candidates for the teaching profession. They are responsible for the evaluation and development of both the degree candidates themselves and the program that prepares the graduates. They assist in the admission and retention of students in the MAE Program and recommend resources and facilities for the preparation of teachers.

PROMOTION, TENURE, AND EVALUATION OF FACULTY

Annual Reviews

Each faculty member will participate annually in a review process with his/her dean. While the primary purpose of the annual review is to assist the faculty member in continuous improvement, the review also serves as a record of employment for subsequent action related to performance. Each faculty member is required to submit to his/her dean materials that serve as a record of the past year's performance and future goals and objectives. The dean will review the materials submitted and discuss with the faculty member his/her performance in the areas of teaching - including contributions to both the *discipline and the liberal arts mission of the University* - scholarship, and service. Faculty will be asked to address how they have used University assessment data to improve. A schedule for annual reviews is created by the dean and communicated to the faculty each year.

Multiple sources of evidence are used in the annual review and may include course syllabi, student course evaluations, the results of peer review, the Truman *Faculty Data Update Form* (this standardized form, available online, *should be*

completed by all full-time faculty on an annual basis), and individual goals statements. Additional materials may be required by the division. A listing of divisional requirements is available in each division office. After conducting the annual review, the dean keeps a written copy, which becomes part of the faculty member's personnel file.

Third-Year Formative Review

All tenure-eligible faculty are required to participate in a formative third-year review. The purpose of the review is to give the faculty member a "mid-course" peer evaluation assessing overall performance in the areas of teaching/advising, scholarship and service, and to identify areas of focus for development and improvement. A committee of discipline/divisional peers is created for each individual faculty member through a procedure established by the division. Materials to be submitted by the faculty include those used in the annual review process and other specific artifacts required by the division (each division has written guidelines noting requirements, timelines, and procedures that are available from the division office and on a website available to divisional faculty). The committee reviews materials submitted by the faculty member and prepares a written report of their observations and recommendations. This report is shared with the faculty member and his/her dean and is kept on file in the division office. Each faculty member should discuss the results of the formative third-year review with his/her dean, and the report should become the basis for planning and the setting of individualized developmental goals for the faculty member. (Note: Faculty hired with credit toward tenure will have their formative review date scheduled as outlined in their appointment letter and approved by the Vice President for Academic Affairs.)

Tenure

As established by Board of Governors Policy (Code of Policies 6.020), Truman State University supports tenure and academic freedom by awarding tenure to its faculty consistent with the "1940 Statement of Principles" of the American Association of University Professors (AAUP). "Tenure is a means to certain ends: specifically; (1) Freedom of teaching and extramural activities, and (2) A sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society." (Faculty are advised to review the Board of Governors Code of Policies available in each division office and in the Office of the Vice President for Academic Affairs.)

The awarding of tenure occurs through action of the Board of Governors after a prescribed probationary period for those faculty members in positions describes as "tenure-track" or "tenure-eligible." The only instance where a facul-

ty member may achieve tenure in less than seven years is when the faculty member negotiates time toward tenure upon hiring. Otherwise, the notice of appointment or renewal of contract for the eighth year is considered as placing the faculty member on continuous appointment (tenure). Tenure is granted to those eligible faculty who have demonstrated competence in the areas of teaching/advising, scholarship, and service, and who have been reviewed by their faculty peers, the dean, the Vice President for Academic Affairs, the President, and approved by the Board of Governors.

All tenure-eligible faculty who have not acquired tenure and who are not to be reappointed shall be notified of such a decision prior to March 1 of their first year of regular appointment, prior to December 1 of their second year of regular appointment, or one year in advance if their appointment is to be terminated at the end of their third, fourth, fifth, sixth, or seventh year of regular appointment.

SUSPENDING THE ACADEMIC REVIEW PERIOD (TENURE STOP CLOCK POLICY)

The University recognizes that unique, individual circumstances can play a significant role in the professional development of its faculty and that consideration should be given in instances when those circumstances impose extraordinary disruption to a faculty member's professional life. The birth/adoption of children, illness, military service, and other similar occurrences may delay or disrupt professional accomplishment that should be considered in the tenure decision. Tenure-eligible faculty who find themselves in a position where personal circumstances might impair their capacity to build the record of accomplishment judged appropriate for the tenure review may exercise the option to request "stopping the tenure clock" for a specified period. A request for stopping the tenure clock may be made for a one-semester or one-year period. A second request may be made for a second year, but in no case will a faculty member be permitted to stop the tenure clock for more than two years. Any faculty member who may desire a tenure clock stoppage should consult with his/her dean, who will consult with the Vice President for Academic Affairs. (Specific policy and procedures are currently under development.)

Promotion

Tenure-track faculty are eligible to apply for promotion in accordance with Board of Governors Policy 6.030. Faculty are required to serve a minimum time in rank at the University before they are eligible to be considered for promotion. The minimum time in rank is:

- ◆ Five years as an Assistant Professor to be considered for advancement to the rank of Associate Professor, and,

- ◆ Eight years as an Associate Professor to be considered for advancement to the rank of Professor.

Serving minimum time in rank is not an assurance or guarantee of promotion. Timelines for application for promotion are communicated to eligible faculty by their dean. Procedures and guidelines for promotion are similar to those for tenure and are outlined in the following section. (Additional information regarding promotion is available in the division office, in the Office of the Vice President for Academic Affairs, and in the Board of Governors Code of Policies.)

Review Procedures for Tenure and Promotion

The review procedures for tenure and promotion are similar. Timelines and eligibility for tenure and promotion are outlined separately above.

Tenure and promotion begin with review and recommendation from the faculty member's discipline colleagues who function as a "committee of the whole." Discipline colleagues submit signed written comments regarding their pertinent observations and recommendations to the dean. To be considered for tenure or promotion, a faculty member should submit an application that includes a letter petitioning consideration for the specific action and includes supporting materials that give evidence to the overall performance of the applicant in the areas of teaching/advising, scholarship, and service. Division-specific requirements for the application are available in the division office and on a website available to division faculty. Divisions are expected to set specific requirements for the types of evidence to be submitted as well as the format for the submissions, but all faculty should include in their applications evidence of teaching - including student course evaluations, examples of course syllabi and assignments - a record of scholarly accomplishment, and a summary of their service for the period under review. As outlined and recommended by the *Project Team on Teaching and Evaluation*, faculty should consider developing a teaching portfolio that includes, in addition to the above-mentioned materials, a reflective statement on teaching and teaching philosophy, samples of student work, advising evaluations, results of peer reviews and classroom observations, and letters from peers, administrators who know the faculty member's work at Truman, and students/former students (see the Report of the Project Team on Teaching and Evaluation, available online at <http://vpaa.truman.edu/projectteam.stm>). Faculty are encouraged to seek assistance in preparing applications for tenure and promotion from the Center for Teaching and Learning.

RESIGNATION

If a faculty member decides to resign, a letter of resignation should be submitted to the President of the University with copies of the letter sent to the Vice President for Academic Affairs and the faculty member's dean. A resignation to take effect at the end of the academic year ordinarily should be submitted by March 15. Before leaving employment, the faculty member must complete a clearance form (and file it with Payroll in the Business Office) and out-process with Human Resources and Payroll Offices.

DISMISSAL FOR CAUSE

The following is a summary of pertinent provisions of Chapter 6 of the Code of Policies of the Board of Governors.

Holders of academic staff positions having either continuous tenure or serving under a specified term appointment shall not have their appointments terminated during the respective period of time except for incompetency, neglect or refusal to perform duties, dishonesty, drunkenness, or immoral conduct.

Requests for removal of faculty (academic staff members) for cause are normally handled by the Vice President for Academic Affairs. If a removal for cause is recommended by the Vice President for Academic Affairs or other appropriate administrative officer designated by the Board of Governors, the faculty member involved shall be informed in writing of the charges against him or her. If the charges that have caused the removal action are such that, in the best judgment of the administrative officer, they interfere with the faculty member's duties and/or effectiveness as a teacher, the faculty member may be suspended from all or part of his or her assigned duties.

In the event that the faculty member desires to contest the charges presented, he or she may request and thereupon shall be accorded an investigation of the facts by the Committee on Tenure. Ordinarily, such a hearing should be held within 30 days of the original action, or within 30 days of the faculty member's return to campus if absent at the time of the notice of charges. The faculty member may request a review of the decision of the Committee on Tenure, and thereupon shall be accorded a hearing before the Board of Governors. The ruling of the Board of Governors in matters of removal shall constitute the final decision under the University's administrative structure. Ordinarily, the hearing upon appeal by the Board should be held within 30 days of the decision of the Committee on Tenure.

In all cases where hearings are involved, the faculty member shall have the right to request and shall be allowed legal counsel, the use of subpoena authority, a full stenographic record of procedures (the cost of such record shall be shared equally by the faculty member and the University), and a statement in writing of the charges that are to be brought against him or her. Except for the possible suspension of duties, the faculty member shall continue to receive all benefits of the original appointment until and unless the removal procedures, as described in the above two paragraphs, are completed. If tenure is terminated, then all contractual obligations between the faculty member and the University shall cease. If the faculty member is found innocent of the charges, the faculty staff member is immediately reinstated without prejudice.