

American University in Bulgaria

Faculty Handbook



Version 9.0

Approved by the Board of Trustees

In May 2022

Section One

Scope and Interpretation

- 1.1 All faculty members are covered by this Handbook's policies. For the purposes of this document, the term "faculty" shall mean an individual with responsibility for teaching at least one course in the undergraduate or graduate programs.
- 1.2 The policies of this Handbook constitute the legal relationship between the faculty members and AUBG. If the appointment letter, the Bulgarian labor contract, the Bulgarian civil contract, and/or the consulting agreement carries specific terms that are inconsistent with this Handbook's policies, the former is the binding document.
- 1.3 Questions of interpretation of this Handbook's policies should be resolved by consulting the AAUP Policy Documents and Reports, the AUBG Policies Manual (as amended), and all applicable U.S. and Bulgarian laws.
- 1.4 In the event of a conflict between this Handbook's policies and any other AUBG policy, including AUBG's internal labor regulations, this Handbook's policies shall prevail.
- 1.5 In the event of a conflict between this Handbook and the AAUP Policy Documents and Reports, this Handbook's policies shall prevail.
- 1.6 In the event of a conflict between the U.S. and Bulgarian laws in interpreting this Handbook's policies, the Bulgarian laws shall prevail.
- 1.7 This Handbook's contents are effective in their entirety on 1 July 2022. The contents of all previous Handbooks are revoked in their entirety on 1 July 2022. Approved amendments to any of this Handbook's section or subsection are indicated by the date in that section or subsection.

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Section Two

Faculty Rights and Responsibilities

2.1 Acceptance of AAUP Policies and Principles

The faculty members, administration, and Board of Trustees of the American University in Bulgaria formally accept the statement of policies and principles of the American Association of University Professors.

2.2 Notification

The President of AUBG shall inform faculty members of amendments to this Handbook by publishing the Handbook on the AUBG website.

2.3 Academic Freedom

AUBG pledges to protect the academic freedom of its faculty. This freedom includes the right to conduct research freely and to publish the results, the right to discuss freely the subject matter of their areas of specialization in the classroom; the right to speak, write, or act freely in University, community, national, and international affairs; and the right to due process in any dispute with the University related to these matters. As members of the academic community, faculty members must remember that the public may judge both their profession and institution by their words and deeds. Faculty members must not represent themselves as University spokespersons when they act as private individuals.

2.4 Non-Discrimination Policy

AUBG recognizes its responsibility to adhere to U.S. Civil Rights Law, and Bulgarian and EU non-discrimination policies. The University does not discriminate on the basis of race, ethnic origin, gender, sexual orientation, gender identity, religion, age, physical ability, or philosophical or political belief in the administration of its admissions policies, educational programs, employment opportunities, or other University programs.

2.5 Faculty Rights

Faculty have the following rights when performing their contractual obligations to the University.

2.5.1 Faculty have the right to remove students from class when students interfere with the professor's ability to perform his or her duties or when students interfere with the right of other students to an education. Faculty also have the right to seek permanent administrative removal of a disruptive student from the class. When faculty exercise this right, they must recognize the academic freedom of students as well. Faculty must never use this power to penalize a student because of his or her personal, philosophical, political, or religious views.

2.5.2 The University will not be held liable for any legal action brought against a faculty member when such action is a result of that faculty member's negligence or unprofessional conduct. Faculty should refer to the AAUP statement on Professional Ethics and the Faculty Code of Ethics for further explanation.

2.5.3 Faculty have the right to view and copy all material in their personnel files except for confidential letters of recommendation requested by the faculty member or the University.

2.6 **Outside Activities**

2.6.1 Activities that contribute to improved scholarship and professional development, competence, and recognition, as well as to education generally and to the society beyond the University, are assumed to be reasonable and expected parts of the faculty member's commitment to academic life. These activities should supplement and not detract from the faculty member's primary responsibilities to the University.

2.6.2 In order to provide departments with assurance that outside activities will not interfere with academic programs, full-time faculty members who propose substantial (more than one day a week) activities of the type described above must request approval of the planned activities in writing from their Department Chair and the Dean of Faculty. Faculty members should make known their proposed activities a semester in advance to ensure that the departments may plan accordingly should their request be approved. These activities should be incorporated into the faculty member's Agreement on Faculty Responsibilities (see section 7.2).

2.6.3 The outside activities of any one faculty member should not adversely affect the workloads and the prerogatives of the other members of the department involved.

2.7 **Conflicts of Interest**

2.7.1 AUBG's policy is to respect the rights of its faculty and administration to invest in private enterprise and to engage in outside activities of a private nature. Individuals serving the University shall at all times act in a manner consistent with their public responsibilities to the University and shall exercise particular care that no real or perceived detriment to the University results from conflicts between personal interests and those of the University. Individuals are expected to avoid ethical, legal, financial, or other conflicts and potential conflicts of interest that result from considerations of personal preference and private gain.

2.7.2 To ensure conformity with this policy, the University takes the following position with respect to conflicts of interest:

1. Outside activities of full-time faculty must not interfere with their university duties, time schedules, or normal participation in appropriate university events.
2. A potential conflict of interest exists whenever a faculty member or any member of a faculty member's family has a financial interest in, or any connection with, an enterprise that does business with the University, and the faculty member is in a position directly or indirectly to make or influence decisions concerning transactions with such outside enterprise.
3. A faculty member should not be in a position to gain from the present or potential dealings of the University with suppliers, contractors, or service organizations. No faculty member should accept directly or indirectly, through their family or friends, gifts or other considerations from firms or individuals seeking to do business or doing business with the University.

4. Buying, renting, or selling property, facilities, equipment, or services to the University by faculty members must have the President's prior approval.
5. Faculty members are expected to avoid apparent or actual conflicts of interest, favoritism, or bias in their relationships with students. Faculty members are prohibited from exercising academic supervision over persons with whom they have a romantic or sexual relationship.

2.7.3 Good judgment is the key to effective and fair implementation of any conflict of interest policy. In specific situations where there is any question of interpretation of the above guidelines, faculty members should first consult with the Dean of Faculty. If any doubt about the appropriateness of an action remains, the full situation will be reviewed by the Provost to determine whether the conflict of interest policy applies.

2.8 Faculty Code of Ethics

2.8.1 The assumption underlying the Faculty Code of Ethics is that faculty members are bound by and honor the personal and professional standards of conduct articulated in the documents of the American Association of University Professors and AUBG's policies included in the AUBG Policies Manual. The following principles further explain what actions may lead to disciplinary action by the University.

2.8.2 Faculty must obtain the explicit prior consent of the AUBG President when entering into business relationships with students. Business relationships between faculty and students that involve a potential for conflict of interest should be avoided. Faculty must not supervise or evaluate students with whom they are in a business relationship.

2.8.3 Faculty must obtain the explicit prior consent of the AUBG President when employing students for personal services. Faculty shall exercise caution when employing students for personal services. When a supervisory or evaluative relationship exists between a faculty member and a student, the use of students for personal services which are unrelated to the faculty member's professional obligations to the University, whether paid or unpaid, should be avoided.

2.8.4 Faculty shall respect the right of their colleagues to freedom of speech and academic freedom. Faculty must recognize that the right to hold divergent opinions and to speak freely on controversial matters is fundamental to academic discourse.

2.8.5 Some speech goes beyond that which is protected by freedom of speech and academic freedom. Behaviors or verbal comments that are severe and pervasive enough to create a hostile, intimidating, or abusive work environment or classroom environment constitute harassment whether or not such comments are of a sexual nature. Harassment may take the form of direct ethnic or racial slurs, or abusive language toward a specific individual on the AUBG campus. Libel against a colleague or repeated attacks on the personal or academic reputation of a colleague or a student is harassment as well, specifically when verbal statements are made with malicious intent and with the knowledge that such statements are untrue.

2.8.6 When a statement is made that has the potential to damage a colleague's personal or professional reputation or a student's reputation, and that statement is later proven to be false, the individual who made the statement has a professional obligation to issue both a retraction and an apology.

- 2.8.7 Faculty are responsible for behavior that may not legally constitute harassment, but may, in ongoing, systematic, and severe instances interfere with the ability of other faculty to fulfill their professional responsibilities. It is not possible to specify in detail all behaviors that might violate this policy. It is possible, however, to state general standards for judging behavior in the workplace:
- (a) When arguments and conflicts with colleagues create a work-place atmosphere that is permeated with overt hostility, abusive behavior, or intimidation that prevents faculty or other employees from fulfilling their professional obligations, then the matter ceases to be an issue of collegiality.
 - (b) When the general behavior of a faculty member, including comments of a purely verbal nature, creates a demonstrably hostile, intimidating, or abusive work environment for other faculty members, that behavior constitutes a violation of the Faculty Code of Ethics.
- 2.8.8 It is equally important to note what types of behaviors and statements are not actionable under this clause:
- A faculty member's opinions, beliefs, attitudes, or public statements on controversial issues may not be used as evidence against him or her in interpreting this policy.
 - Divergent or unpopular opinions are not violations of the Faculty Code of Ethics. This resolution may not be interpreted in a fashion that conflicts with U.S. Supreme Court rulings on Campus Speech Codes.
- 2.8.9 Faculty should respect the academic freedom of their students by evaluating students only on the quality of each student's academic performance. Faculty should also demonstrate respect for the student's academic freedom and recognize the right of students to hold views that differ from their own.
- 2.8.10 Faculty have the responsibility to excuse themselves from all duties that involve a conflict of interest when they are in a position to evaluate colleagues or recommend their colleagues for promotion or reappointment.
- 2.8.11 Faculty have a responsibility to participate in grievance procedures, internal administrative hearings, and student conduct councils. In these instances, faculty recommendations carry the potential to determine a student's course of study or a colleague's ability to work in his or her chosen profession. Such responsibilities cannot be undertaken lightly. When one lacks legal experience or expertise, it is possible to be unaware of the gravity of serving in such a capacity. It is vitally important that faculty serving on grievance committees, conduct councils, or internal administrative hearings do not exert undue bias on the process, or allow personal biases to affect their judgment. Such behavior constitutes a conflict of interest. Conflicts of interest in such proceedings also occur when a person acting in such a capacity fails to disclose relevant information or relevant prior knowledge of the case, is engaged in an ongoing business relationship, a supervisory or evaluatory relationship, or a close personal, sexual, or romantic relationship with any party to the process.

2.9 Consenting Relationships

2.9.1 “Sexual relationships” are relationships that are, or could be construed to be, of a sexual, romantic, amorous, and/or dating nature. These are not limited to personal physical or verbal contact, but can also include texting, messaging, phoning, email, social media posts, and so forth. Entering into such relationships when one party has power or authority over the other may compromise consent that appears to be freely given and can jeopardize the academic or professional development of affected individuals. Sexual relationships between faculty, administrators, staff, students, or others and individuals over whom they have real or perceived authority, or whose educational or career development is (or appears to be) affected by their decisions, may raise sexual harassment concerns and create perceptions of favoritism regardless of personal intentions. This concern applies also to situations where one party can reasonably expect to find him- or herself in a position of power or authority over the other. Sexual relationships involving any such asymmetries of power or authority are prohibited.

2.9.2 The relationship between faculty members and students is the foundation of the educational process at AUBG. It is a relationship that rests on mutual trust, respect, and fairness. Sexual relationships between a faculty member and a student undermine this foundation and can interfere with student learning and growth, even if they appear to be consensual. A single sexual advance or expression of sexual interest by a faculty member can create discomfort and have a negative impact on the education of students, even on those who are not directly targeted. Since students perceive faculty members as authority figures, they may feel intimidated and hesitate to report unwanted sexual advances or behaviors. Faculty members should not take advantage of the respect they are granted and the associated vulnerability of students which is compounded by their young age.

2.9.3 To assure a safe learning environment for all students, any sexual relationships between faculty members and students are prohibited. This prohibition applies to all faculty members and anyone in a teaching position at AUBG (including those at ELI and anyone teaching seminars, weekend, or summer courses), and to all students enrolled at the University whether part-time or full-time.

2.9.4 An exception to these policies can be made for sexual relationships that existed prior to the emergence of any asymmetry of power or authority between the parties. Such relationships should be reported immediately to the relevant academic or administrative supervisor. The University administration will take all possible measures to eliminate the conflict of interest. The President has the authority to make exceptions to normal academic and administrative rules and policies as warranted by the circumstances. The responsibility for compliance with this policy, as well as any disciplinary sanctions, fall upon the person in a position of power or authority rather than on the student or subordinate involved.

2.10 Disciplinary Actions Under the Code of Ethics

2.10.1 Faculty should understand that a violation of the Faculty Code of Ethics constitutes a grave violation of the work discipline under art. 190, sec. 1, item 7 of the Bulgarian Labor Code.

2.10.2 Faculty should understand the accepted procedures through which an alleged violation of the Faculty Code of Ethics may result in disciplinary action. Interpretation of section 2.8 (“Faculty Code of Ethics”) of this Handbook is subject to the statement on Faculty Ethics and Professional Obligations contained in the AAUP Policy Documents

and Reports (2015), the AUBG Policies Manual (2009), and subsequently approved amendments to the AUBG Policies Manual. Enforcement of this section shall be in accordance with the AAUP “Statement on Academic Freedom and Due Process” (AAUP [2015]) and Section Eighteen (“Appeals, Grievance, and Hearing Procedures”) of this Handbook. In the event of a conflict between this Handbook and the AAUP Policy Documents and Reports or the AUBG Policies Manual, the policies of this Handbook shall prevail.

- 2.10.3 A violation of the Faculty Code of Ethics is grounds for terminating a faculty member’s employment contract.
- 2.10.4 Not all actions which potentially violate the general principles are necessarily severe enough to lead to administrative action. Good judgment is the key to enforcement of any university policy. In some instances, faculty should attempt to make use of their department chair and/or the Dean of Faculty as a means of resolving disputes collegially and informally. When this is neither possible nor appropriate, and evidence exists that a faculty member has violated the Faculty Code of Ethics or other AUBG policies, the Provost, or any other duly appointed representative of the administration, should communicate clearly in writing to the faculty member the nature of the violation and what changes in behavior are expected.
- 2.10.5 AUBG may dismiss a faculty member on disciplinary grounds when a violation of the Faculty Code of Ethics or any other AUBG policy threatens the ethical integrity of the institution or of the teaching profession in general. It is expected, however, that formal proceedings will, under most circumstances, be instituted only as a last resort.

2.11 **Communication**

- 2.11.1 The University uses e-mail as its official means of communication. The University assigns all faculty an official University e-mail address. All official communications are sent to this address.
- 2.11.2 The University expects faculty to check their University e-mail regularly. Faculty are responsible for reading official communications sent to their University e-mail address in a timely manner.
- 2.11.3 A faculty member who fails to read official communications sent to his or her University e-mail address is not absolved from knowing and complying with the content of the communications.
- 2.11.4 A faculty member is considered to have received a communication on the date and at the time that communication was sent to his or her University e-mail address.

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Section Three

Faculty Recruitment

3.1 Principles

3.1.1 The President approves searches for tenure-track, temporary full-time, and visiting faculty members based on the curricular impact or importance of the position.

3.1.2 The Dean of Faculty approves searches for adjunct faculty members based on the curricular impact or importance of the position.

3.1.3 The hiring and promotion of faculty are separate and independent procedures at AUBG. See Section Twelve ("Internal Promotion") for the University's promotion procedures.

3.1.4 Department chairs are responsible for conducting searches.

3.1.5 For full-time positions, the tenured and tenure-track members of a department must approve of a candidate by majority vote before the department chair recommends to the Dean of Faculty to bring the candidate to campus or make an offer to the candidate.

3.1.6 For adjunct positions, the department chair can recommend a candidate to the Dean of Faculty without first obtaining the department's tenured and tenure-track faculty members' approval.

3.1.7 The Dean of Faculty takes the place of the Department Chair and the Dean's Council takes the place of the department when hiring faculty for new programs that do not come under one of the University's current departments. The Provost decides whether a new program comes under an existing department.

3.1.8 Departments can conduct three types of searches:

An open search: The department invites applications through advertisements on the AUBG website and academic outlets.

A targeted search: The department identifies a specific person whom it wants to recruit without conducting an open search.

An internal search: The department decides to appoint a faculty member on an adjunct or temporary position to a tenure-track position without conducting an open search.

3.1.9 External candidates for tenure-track positions must visit campus and give a teaching presentation before the department recommends the candidate for the position unless a situation arises that prevents campus visits from taking place.

3.1.10 AUBG does not discriminate on the basis of race, color, sex, religion, national or social origin, disability, age, marital and family status, sexual orientation, gender identification, citizenship, nationality, or philosophical or political belief unless that belief would violate the Faculty Code of Ethics.

- 3.1.11 The President makes the final decision to make an offer for tenure-track and temporary full-time faculty appointments.
- 3.1.12 The Provost makes the final decision to make an offer for adjunct and visiting faculty.
- 3.1.13 A search is unsuccessful when the Dean of Faculty has not recommended a candidate to the Provost by the final day of exams in the spring semester. The Provost may ask the Dean of Faculty to form a search committee when a department has conducted two consecutive unsuccessful searches for the same position.
- 3.1.14 The Dean of Faculty's approval to conduct a search for adjunct positions expires one week after the last day of add/drop week.
- 3.1.15 The President's approval to conduct a search for tenure-track, temporary full-time, and visiting positions expires on the final day of exams in the spring semester. The Department must apply to continue the search in the next academic year.

3.2 Recruitment Procedures

The procedures for recruiting faculty can be found in the *Faculty Hiring and Compensation Policies and Procedures*.

3.3 Types of Appointments

Faculty are appointed at AUBG on one of the several types of contracts defined below.

- 3.3.1 *Tenure-track*: Tenure-track faculty appointments are full-time, continuing appointments that are subject to a mid-tenure performance review in the faculty member's fourth semester (for faculty who start in the fall semester) and fifth semester (for faculty who start in the spring semester) according to the procedures in Section Nine ("Mid-Tenure Review of Tenure-Track Faculty") of this Handbook. The faculty member's rank, salary, and benefits are specified in the appointment letter and/or Bulgarian labor contract. Section 4.8 of this Handbook defines a "full-time" load for tenure-track faculty appointments.
- 3.3.2 *Tenured*: Tenured faculty appointments are full-time, continuing appointments. A faculty member achieves tenure following a performance review in their tenth semester (for faculty who start in the fall semester) and eleventh semester (for faculty who start in the spring semester) according to the procedures in Section Ten ("Evaluation of Tenure-Track Faculty for Tenure") of this Handbook. The faculty member's rank, salary, and benefits are specified in the appointment letter and/or Bulgarian labor contract. Section 4.8 of this Handbook defines a "full-time" load for tenured faculty appointments.
- 3.3.3 *Temporary full-time*: Temporary faculty appointments are full-time for a fixed term of up to two years. The faculty member's rank, salary, specific responsibilities, benefits, and term of service are outlined in the appointment letter and/or Bulgarian labor contract. In the event that a temporary faculty member is subsequently hired on a tenure-track appointment, the term of the tenure-track appointment will be reduced by the time that faculty member was employed on a temporary appointment up to a maximum of two years. Temporary full-time faculty are evaluated for reappointment according to the procedures in Section Eight ("Evaluation of Part-Time, Visiting, and Temporary Full-Time Faculty") of this Handbook. Section 4.8 of this Handbook defines a "full-time" load for temporary full-time faculty appointments.

- 3.3.4 *Adjunct*: Adjunct faculty are part-time, fixed-term appointments for one semester. Adjunct faculty are hired primarily to teach and supplement the full-time faculty in a department at the undergraduate and graduate level, including in the EMBA program. The faculty member's rank, salary, term of service, and specific responsibilities are outlined in the appointment letter and/or Bulgarian civil contract. Adjunct appointments are contingent upon enrollments. Adjunct faculty are evaluated for reappointment according to the procedures outlined in Section Eight ("Evaluation of Part-Time, Visiting, and Temporary Full-Time Faculty") of this Handbook. In the event that an adjunct faculty member is subsequently hired on a tenure-track appointment, the time employed as an adjunct does not count towards tenure. Section 4.8 of this Handbook defines a "part-time" load for adjunct faculty appointments.
- 3.3.5 *Visiting*: Visiting faculty hold part-time, fixed-term appointments of one or two semesters. Fulbright Scholars and Balkan Scholars are visiting faculty. The faculty member's rank, term of service, salary, benefits, and specific responsibilities are outlined in their appointment letter and/or Bulgarian labor contract. Visiting faculty are evaluated for reappointment according to the criteria and procedures outlined in Section Eight ("Evaluation of Part-Time, Visiting, and Temporary Full-Time Faculty") of this Handbook. In the event that a visiting faculty member is subsequently hired on a tenure-track appointment, the time employed as a visiting faculty member does not count towards tenure. Section 4.8 of this Handbook defines a "part-time" load for visiting faculty appointments.
- 3.4 **Emeritus / Emerita Faculty**
- 3.4.1 The status of emeritus or emerita faculty is available to tenured faculty upon retirement from the University following at least fifteen years of employment. The procedures for the achievement of emeritus and emerita status are published by the Office of the Dean of Faculty in *How To Do Everything*.
- 3.4.2 Emeritus and emerita faculty do not hold a faculty appointment. "Emeritus" and "emerita" are honorary statuses with no contractual obligations. Emeritus and emerita faculty may continue to teach as adjuncts. The University has no obligation to continue employing emeritus or emerita faculty as adjuncts or in any other capacity.

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Section Four

Terms of Employment

4.1 **Appointment Letters**

- 4.1.1 The letter of appointment specifies the terms of employment, incorporating this Handbook's policies.
- 4.1.2 All tenure-track and tenured faculty are expected to adhere to their Agreement on Faculty Responsibilities.
- 4.1.3 All tenure-track and tenured faculty are full-time and must be available to their students and colleagues when needed to teach their courses, mentor students, and meet their Agreement on Faculty Responsibilities. Otherwise, tenure-track and tenured faculty decide how they manage their time. (Section 4.8 defines a "full-time" load for tenure-track and tenured faculty.)
- 4.1.4 All tenure-track and tenured faculty are entitled to teach over two days per week providing that they fulfill their Agreement on Faculty Responsibilities.

4.2 **Contracts**

- 4.2.1 AUBG faculty who are citizens of the United States of America and are teaching in Bulgaria are covered by a bilateral agreement between Bulgaria and the United States of America. ("Agreement Between the Government of the Republic of Bulgaria and the Government of the United States of America Concerning Economic, Technical and Related Assistance." [Ratified by law, adopted by the 38th National Assembly on 21.12.1998 - SG, 154/28.12.1998. Promulgated SG, No. 14/16.02.1999, effective 1.02.1999.]) This bilateral agreement does not apply to faculty who are citizens of Bulgaria or who have permanent Bulgarian residency. AUBG faculty who are covered by this bilateral agreement shall henceforth be referred to as "American faculty."
- 4.2.2 Full-time Bulgarian and non-American expatriate faculty are employed by the University's Bulgarian entity and are subject to Bulgarian employment law.
- 4.2.3 American faculty are employed by the University's American entity and are subject to American employment law in the State of Maine unless they become permanent residents of Bulgaria.
- 4.2.4 Bulgarian citizens with dual American citizenship are treated as Bulgarian faculty for the purposes of this section.
- 4.2.5 Tenured and tenure-track Bulgarian and non-American expatriate faculty with a Ph.D. are on a permanent Bulgarian labor contract. This contract is the contract of employment for these faculty. The appointment letter describes the terms of employment to be included in the faculty member's Bulgarian labor contract. Expatriate faculty who are not eligible for a permanent Bulgarian labor contract because of their work permit will be on a fixed-term contract until they become eligible for a permanent Bulgarian labor contract.

- 4.2.6 Tenured and tenure-track Bulgarian and non-American expatriate faculty without a Ph.D. are on a fixed-term Bulgarian labor contract for five years. This contract is the contract of employment for these faculty. The appointment letter describes the terms of employment to be included in the faculty member's Bulgarian labor contract. Expatriate faculty who are not eligible for a five-year Bulgarian labor contract because of their work permit will be on a fixed-term contract for a shorter period that may be renewed for up to five years.
- 4.2.7 Temporary full-time Bulgarian and non-American expatriate faculty are on a fixed-term Bulgarian labor contract of up to two years. The University ordinarily hires temporary full-time faculty to substitute for faculty on leave or to bridge the gap between a tenured or tenure-track faculty member who has left the University and the appointment of his or her replacement. This contract is the contract of employment for these faculty. The appointment letter describes the terms of employment to be included in the faculty member's Bulgarian labor contract.
- 4.2.8 Part-time Bulgarian and non-American expatriate faculty are on a Bulgarian civil contract. This contract is the contract of employment for these faculty. The appointment letter describes the terms of employment to be included in the faculty member's Bulgarian civil contract.
- 4.2.9 The appointment letter is the contract of employment for American faculty.
- 4.2.10 Part-time faculty who teach their courses entirely online from outside of Bulgaria and who do not have a Bulgarian ID number receive a Bulgarian consulting agreement. The appointment letter describes the terms of the legal relationship between AUBG and the faculty member to be included in the faculty member's Bulgarian consulting agreement.
- 4.2.11 This table summarizes the different types of contracts.

Appointment	Nationality	Contract
Tenured or tenure-track appointments.	Bulgarian and non-American faculty (including American faculty with dual Bulgarian citizenship).	<i>With a Ph.D.:</i> A permanent Bulgarian labor contract. <i>Without a Ph.D.:</i> A fixed-term Bulgarian labor contract for five-years. The tenure status of these faculty is conditional on them completing their Ph.D. within five years of their initial appointment.
	American faculty.	An appointment letter.
Temporary full-time faculty appointments.	Bulgarian and non-American faculty (including American faculty with dual Bulgarian citizenship).	A fixed-term Bulgarian labor contract.
	American faculty.	An appointment letter.
Part-Time appointments.	Bulgarian and non-American faculty (including American faculty with dual Bulgarian citizenship).	A Bulgarian civil contract.

	American faculty (teaching on ground).	An appointment letter.
	Non-Bulgarian faculty (who teach their courses entirely online from outside of Bulgaria).	<i>With a Bulgarian ID number:</i> A Bulgarian civil contract or company contract. <i>Without a Bulgarian ID number:</i> A consulting agreement or company contract.
Part-Time appointments in the EMBA program.	Bulgarian and non-American faculty (including American faculty with dual Bulgarian citizenship).	A Bulgarian civil contract or company contract.
	American faculty (teaching on the ground).	An appointment letter and/or contract.

4.3 Designation of Ranks at the Time of Initial Appointment

4.3.1 All faculty members have an internal University rank and an academic rank under the Bulgarian higher education law.

4.3.2 Internal Rank

4.3.2.1 At the time of a faculty member's initial appointment, the Provost determines the appropriate internal rank. The Provost designates a faculty member's internal rank based on the rank achieved at their current academic institution or according to the guidelines below. The Provost may choose not to grant the faculty member the same rank as his or her current institution when that institution's standards are significantly different from this University's standards or when that institution is not accredited.

4.3.2.2 *Instructor:* Advanced degree or professional experience, but does not possess the Ph.D. or terminal degree appropriate to the discipline.

4.3.2.3 *Assistant Professor:* Ph.D., terminal degree appropriate to the discipline, or equivalent experience, accomplishments, or qualifications. Evidence of potential for professional competence in teaching and research.

4.3.2.4 *Associate Professor:* Ph.D., terminal degree appropriate to the discipline, or equivalent experience, accomplishments, or qualifications. Proven ability and experience in teaching. Excellent record of research, publication, and/or substantial creative accomplishments or experience appropriate to the discipline, and substantial service to the profession.

4.3.2.5 *Professor:* Ph.D., terminal degree appropriate to the discipline, or equivalent experience, accomplishments, or qualifications. Record of excellence in teaching, research, publication, and/or creative accomplishments. Record of service to the community.

4.3.3 Bulgarian Rank

At the time of the faculty member's initial appointment, the Provost determines the appropriate Bulgarian rank based on the recommendation of the University's Accreditation Office.

4.4 **Vacations**

- 4.4.1 All full-time faculty are entitled to 48 days paid vacation per year.
- 4.4.2 Faculty must request approval from the Dean of Faculty to use their vacation days. Faculty are expected to use their vacation days over the summer and winter breaks. The Dean of Faculty will not approve a faculty member's request to cancel a class to take paid vacation.

4.5 **Probationary Period**

All appointments are subject to a six month probationary period during which the faculty member's contract may be terminated for any reason whatsoever without any showing of cause. During their probationary period, faculty are employees-at-will of the University. All references in any other section of this Handbook to the requirements for dismissing a faculty member will be subject to the provisions of this subsection and shall be applicable only after the completion of the faculty member's probationary period.

4.6 **Voluntary Termination of Employment**

- 4.6.1 A faculty member may voluntarily terminate his or her contract with the University by giving notice in writing to the Provost.
- 4.6.2 Faculty members on permanent Bulgarian labor contracts must give three-months notice.
- 4.6.3 Faculty members on fixed-term Bulgarian labor contracts must give three-months notice or notice equaling the remainder of their contract period if the time remaining on their contract is less than three months.
- 4.6.4 In all other cases, the faculty member must give three-months notice or notice equaling the remainder of their contract period if the time remaining on their contract is less than three months.

4.7 **Retirement Bonus**

- 4.7.1 A faculty member is entitled to retire when he or she becomes eligible for retirement under the Bulgarian Social Security Code and the Bulgarian Labor Code. The University provides a bonus to long-serving faculty members who decide to retire.
- 4.7.2 After eighteen years of full-time service at the University, faculty become eligible for the retirement bonus to be taken between the ages of 65 and 68. Faculty forfeit this benefit on their 68th birthday.
- 4.7.3 Faculty must apply to the Provost's Office for the retirement bonus at least a year before they retire. The deadline for applying for this bonus is the last day of add/drop week of the preceding fall semester. This section does not limit a faculty member's right to retire when he or she becomes entitled to a Bulgarian pension.
- 4.7.4 The retirement bonus shall consist of a faculty member's gross wages for a maximum period of six months. This section does not limit a faculty member's entitlements under the Bulgarian Labor Code.

4.8 Teaching, Scholarship and Creative Activities, and University Service Loads

4.8.1 Contract Status

The type of appointment corresponds to the following contract levels.

Appointment	Contract Status	Expectations
Tenure-Track	Full-time	Teaching, scholarship and creative activities, and university service
Tenured	Full-time	Teaching, scholarship and creative activities, and university service
Temporary full-time	Full-time	Teaching
Adjunct	Part-time	Teaching
Visiting	Part-time	Teaching

4.8.2 Full-Time Appointments (Tenure-track and Tenured Faculty)

4.8.2.1 A “full-time” position for tenure-track and tenured faculty consists of teaching up to six courses per academic year and engaging in scholarship and creative activities and university service over twelve months.

4.8.2.2 These tables show the baseline loads for tenure-track and tenured faculty over a 12-month period.

	Fall	Spring	Summer
Teaching	56-71% (18-24 credit hours)		0%
Scholarship and Creative Activities	18-25% (Faculty are expected to focus on their teaching during the academic year and on their scholarship and creative activities during the summer break.)		

	Fall	Spring	Summer
University Service	11-19% (Faculty are expected to do most of their university service during the academic year. Some university service may be required during the summer break.)		

4.8.2.3 The University expects new tenure-track faculty to devote more time to teaching in their first year. These tables show the baseline loads for tenure-track faculty in their first year over a 12-month period.

	Fall	Spring	Summer
Teaching	75-82% (Includes additional time for course preparation and adjusting to life at AUBG.)		0%
Scholarship and Creative Activities	12-16% (New faculty are not expected to do research in their first semester.)		
University Service	6-9% (New faculty are not expected to do service in their first semester. New faculty are expected to focus on service for their department in their second semester as needed.)		

4.8.3 Full-Time Appointments (Temporary Full-time Faculty)

4.8.3.1 A “full-time” position for temporary full-time faculty consists of teaching four courses per semester or eight courses per academic year.

4.8.3.2 This table shows the baseline load for temporary full-time faculty.

	Fall	Spring
Teaching	12-16 credit hours.	12-16 credit hours.

4.8.4 Part-Time Appointments (Adjunct and Visiting Faculty)

4.8.4.1 A “part-time” position for adjunct and visiting faculty consists of teaching up to three courses per semester or six courses per academic year.

4.8.4.2 This table shows the baseline load for adjunct and visiting faculty.

	Fall	Spring	Summer
Teaching	1-12 credit hours.	1-12 credit hours.	1-12 credit hours.

4.8.5 Load Adjustments

4.8.5.1 The Provost can agree with a faculty member by mutual consent to different loads when the Provost judges that a different load will further the University’s strategic goals. The total load must be equivalent to the baseline load.

4.8.5.2 The Provost and a faculty member can agree in writing to a different teaching load when the faculty member is awarded an external research grant that will enable the University to hire a substitute faculty member without additional cost to the University.

4.8.5.3 The Provost and a faculty member can agree in writing to a different teaching, scholarship and creative activities, and/or university service load when the faculty member is undertaking work in the private sector that complements his or her work as a faculty member and supports the University’s strategic goals.

4.8.5.4 The Provost can consent to a faculty member who is enrolled in a doctoral program taking six months paid leave once to prepare his or her doctoral thesis.

4.8.5.5 The Provost can consent to a faculty member taking six months paid leave once to prepare his or her thesis for a Doctor of Science degree.

4.8.5.6 The Provost must consult with the Dean of Faculty and the faculty member’s department chair before approving a course release or alternative teaching load. The Provost must consult with the Dean of Faculty and the Faculty Assembly Chair before approving an alternative university service load.

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Section Five

Faculty Leaves

5.1 Leaves of Absence

- 5.1.1 Faculty may request a professional or personal leave.
- 5.1.2 The Provost determines whether the time on unpaid leave will be part of the period of service and count toward promotion, according to the interests of the University, and notify the faculty member in writing of the terms of the leave.
- 5.1.3 In the case of tenure-track faculty, the Provost determines whether the time on unpaid leave will suspend the faculty member's tenure clock, according to the interests of the University, and notify the faculty member in writing of the terms of the leave.
- 5.1.4 The time on sabbatical will be a part of the period of service and count toward promotion.

5.2 Unpaid Leaves of Absence

- 5.2.1 Unpaid leaves of absence may be requested by any faculty member for personal or professional reasons. Unpaid leaves may be for a period of one semester or one academic year and may be renewed once. Requests for unpaid leaves of absence should be made, whenever possible, one semester in advance of the semester or academic year for which the leave is requested. Requests should be made in writing to the Provost and copied to the Department Chair. The Provost, Dean of Faculty, and the Department Chair will examine the curricular implications of the requested leave and determine if a suitable temporary replacement can be found. If the granting of the leave does not jeopardize the faculty member's program area, then the leave may be granted on the sole discretion of the Provost.
- 5.2.2 Unpaid leaves may also be requested for medical or family related emergencies. While in some cases the faculty member may not give adequate notice, it is expected that both the faculty member and administration will make reasonable efforts to accommodate each other.
- 5.2.3 The University will offer the faculty member on leave the opportunity to maintain his or her international medical insurance. The faculty member must agree to reimburse the University for the cost to the University of this medical insurance, subject to all applicable laws.

5.3 Sabbatical Leaves

- 5.3.1 After being awarded tenure, faculty members become eligible for sabbatical leave to be taken no earlier than their seventh year of full-time employment and every seventh year following such a leave. Sabbaticals are not automatic. Leaves will be approved by the Provost based on the merits of the application, prospects of completion, availability of funding, and the interests of the University.
- 5.3.2 The Provost shall state the conditions of the sabbatical leave in his or her approval letter.
- 5.3.3 Faculty members must apply to the Provost's Office for the leave at least a year before it is to be taken. The deadline for sabbaticals for the fall semester or academic year is

the last day of add/drop week of the preceding fall semester. The deadline for sabbaticals for the spring semester is the last day of the add/drop week of the preceding spring semester.

- 5.3.4 Compensation during a sabbatical leave shall be for half a year's salary for a one-year sabbatical leave and full salary for a one-semester leave. Faculty who are not eligible for the expatriate supplement and who are taking a sabbatical in a country where the cost of living is comparable to the U.S. may receive an additional stipend equal to half of the expatriate supplement unless they are being supported through the host institution or an external agency.
- 5.3.5 Faculty are not permitted to teach courses at the University while on sabbatical but can supervise capstone projects, senior theses, senior projects, or independent studies.
- 5.3.6 The faculty member must submit a written report describing the results of the sabbatical to the Office of the Provost when he or she returns from sabbatical. The Dean of Faculty announces the deadlines for sabbatical reports at the start of the academic year.

5.4 **Length of Service**

Nothing in this section shall be interpreted to limit a faculty member's length of service under the Bulgarian Labor Code.

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Section Six

Basic Responsibilities of Faculty

6.1 Purpose

The purpose of this section is to define the basic responsibilities of all faculty.

6.2 Basic Responsibilities of all Faculty in Maintaining a Civil and Collegial Working Environment

6.2.1 Faculty must communicate with others in a respectful manner, including with other faculty, students, staff, and the University administration.

6.2.2 Faculty must maintain constructive and supportive relationships with their colleagues.

6.2.3 Faculty must be proactive in helping their colleagues and other offices within the University when needed.

6.2.4 Faculty must complete their professional obligations on time.

6.3 Basic Responsibilities of all Faculty in the Area of Teaching

6.3.1 Faculty must post in the University's course management system for each course by the end of the first week of classes a syllabus outlining:

(a) the goals of the course;

(b) the assignments;

(c) office hours; and,

(d) grading policies.

6.3.2 Faculty must send an electronic copy of the course syllabus to the department chair and the Office of the Provost by the end of the first week of classes. Faculty must retain a copy of his or her course syllabi for a period of not less than five years.

6.3.3 Faculty should have appropriate activities for scheduled class meeting times. Faculty should arrange to make-up missed classes or have classes covered in his or her absence. The Department Chair and Assistant to the Dean of Faculty must be informed of any canceled class, if possible, before the class is canceled.

6.3.4 Faculty are entitled to teach up to 30% of their classes online for pedagogical reasons without the need to request permission. Faculty must specify planned online classes in their syllabus.

6.3.5 Assignment grades must be reported to the students in a timely manner. Ordinarily, assignment grades should be reported within two weeks after submission unless the faculty member needs longer to grade because of the assignment's nature. Assignment grades must be posted in the University's course management system.

6.3.6 Final grades must be reported to the Registrar's Office and posted in the University's course management system before the deadline. The Dean of Faculty announces the deadlines at the start of the academic year.

- 6.3.7 Assessment appropriate to the academic rigor of the course must be undertaken in all classes during the semester. Section 11.5 of this Handbook defines the academic rigor appropriate to each course level.
- 6.3.8 Assessment or the reporting of assessment to students is scheduled for the final exam period unless the faculty member has provided the Dean of Faculty with an appropriate academic justification for an alternative schedule.
- 6.3.9 Faculty must make themselves available for reasonable consultation with students.
- 6.3.10 Faculty must provide reasonable opportunities to meet with advisees and/or students.
- 6.3.11 Faculty must abide by all academic policies as described in the Undergraduate Catalog and/or graduate policy documents regarding such matters as academic integrity, grading, incompletes, and exam schedules. Faculty must submit written assignments, when appropriate, through the University's plagiarism detection system.
- 6.3.12 Faculty must provide information and cooperation as needed to support the University's efforts to maintain accreditation.
- 6.4 **Basic Responsibilities of all Tenure-track and Tenured Faculty in the Area of Scholarship and Creative Activities**
 - 6.4.1 Faculty must be involved in scholarship and creative activities appropriate to their discipline within the context of an American liberal arts university. Faculty and the University administration shall agree on the specific activities to be undertaken in the faculty member's Agreement on Faculty Responsibilities.
 - 6.4.2 Faculty must fulfill the terms of their Agreement on Faculty Responsibilities in the area of scholarship and creative activities.
 - 6.4.3 Faculty must provide information and cooperation as needed to support the University's efforts to maintain accreditation.
- 6.5 **Basic Responsibilities of all Tenure-track and Tenured Faculty in the Area of University Service**
 - 6.5.1 Faculty must support the effective running of the University and/or the intellectual and artistic life of the campus. Faculty and the University administration shall agree on the specific activities to be undertaken in the faculty member's Agreement on Faculty Responsibilities.
 - 6.5.2 Faculty must fulfill the terms of their Agreement on Faculty Responsibilities in the area of University Service.
 - 6.5.3 Faculty must participate in faculty orientation, Honors Convocation, and Commencement. Faculty must participate in the Bulgarian state exams and student placement tests as needed.
- 6.6 **Basic Responsibilities of Faculty who Serve as Department Chairs**
 - 6.6.1 Department chairs must oversee development of the self-study report for program review and Bulgarian program accreditation.
 - 6.6.2 Department chairs must oversee evaluation of the curriculum and curriculum development proposals.

- 6.6.3 Department chairs must oversee the management and development of minor and major programs.
- 6.6.4 Department chairs must recommend cross-listing of courses.
- 6.6.5 Department chairs must oversee recommendations for General Education courses consistent with the approved guidelines for such courses.
- 6.6.6 Department chairs must oversee the design, conduct, proctoring, and evaluation of the Bulgarian state exams.
- 6.6.7 Department chairs must establish the schedule of courses and distribution of teaching assignments to faculty members. Department chairs must consult with the department's faculty members and the Dean of Faculty.
- 6.6.8 Department chairs must represent the department's hiring needs to the Provost and take primary responsibility in the search and recruitment process, consulting with the department's faculty members in the review of applicants and report the results of these deliberations to the Dean of Faculty in making a recommendation to hire.
- 6.6.9 Department chairs must periodically provide peer feedback to faculty.
- 6.6.10 Department chairs must identify and periodically evaluate adjunct faculty according to this Handbook's criteria and procedures.
- 6.6.11 Department chairs must supervise the advising of majors.
- 6.6.12 Department chairs must encourage co-curricular activities.
- 6.6.13 Department chairs must recommend transfer credit to the Dean of Faculty.
- 6.6.14 Department chairs must oversee preparation of reports on student outcomes assessment.

6.7 **Basic Responsibilities of all Tenure-track and Tenured Faculty in the Area of Faculty Planning**

- 6.7.1 Faculty must submit a proposal for their Agreement on Faculty Responsibilities to the Dean of Faculty before the deadline.
- 6.7.2 Faculty must submit their Annual Report to the Dean of Faculty before the deadline.
- 6.7.3 Faculty must fulfill their Agreement on Faculty Responsibilities unless they are prevented from doing so because of reasons beyond their control.

6.8 **Disciplinary Proceedings**

Faculty should understand that a violation of their Basic Responsibilities constitutes a grave violation of the work discipline under art. 190, sec. 1, item 7 of the Bulgarian Labor Code.

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Section Seven

Annual Planning for Tenured and Tenure-Track Faculty

7.1 Purpose

The University uses annual faculty planning to ensure that a faculty member's activities align with its strategic goals.

7.2 Agreement on Faculty Responsibilities

7.2.1 Purpose

7.2.2 A faculty member uses the Agreement on Faculty Responsibilities to explain to the University how he or she plans on allocating his or her time to teaching, scholarship and creative activities, and university service during the forthcoming year.

7.2.3 The Agreement on Faculty Responsibilities is based on the principle that faculty should inform the University about what they intend to do and be evaluated on whether they have done what they said they would do.

7.2.4 Proposal

7.2.4.1 All tenured and tenure-track faculty propose an Agreement on Faculty Responsibilities to the Dean of Faculty before 1 August each year. Other faculty do not submit an Agreement on Faculty Responsibilities. The Agreement on Faculty Responsibilities should be a maximum of three single-spaced pages.

7.2.4.2 The faculty member explains how he or she proposes to spend his or her time for the forthcoming academic year and the following summer in the areas of teaching, scholarship and creative activities, and university service.

7.2.4.3 The Academic Affairs Committee and Dean of Faculty provide training for all faculty on how to prepare an Agreement on Faculty Responsibilities in the second half of the spring semester.

7.2.5 Teaching

7.2.5.1 The faculty member should explain which courses he or she plans to teach during the forthcoming year.

7.2.5.2 The faculty member should consider how his or her teaching will meet the department and University's curricula needs. The faculty member should keep in mind the University's obligation to meet students' demand for required and elective courses in their majors, minors, concentrations, and the general education program.

7.2.5.3 The faculty member should consult with his or her department chair about his or her teaching plans where appropriate.

7.2.6 Scholarship and Creative Activities

7.2.6.1 The faculty member must explain the scholarship and creative activities he or she plans to undertake during the forthcoming academic year and the following summer.

7.2.6.2 The faculty member can consider a range of activities that are appropriate to his or her discipline, including:

- a. Books, monographs, articles, novels, plays, and short stories to be published or accepted for publication.
- b. Conference papers and panels.
- c. Other scholarly activities:
 - Case studies;
 - Dictionaries;
 - Textbooks;
 - Reports;
 - Learning guides used in universities or high schools;
 - Chairing professional panels;
 - Presence in the local and international media;
 - Research grants applied for or awarded;
 - Book reviews to be published or accepted for publication;
 - Peer reviews of journal articles or conference papers;
 - Editing an academic journal;
 - Evaluating research projects or grant applications;
 - Consultations or presentations for private or public organizations;
 - Industry research and reports;
 - Newspaper articles or interviews;
 - Serving as a Ph.D. examiner;
 - Serving on the boards of associations, corporations, and non-government organizations;
 - Participating in joint projects with other universities or organizations;
 - Applications for external funding;
 - Publications for think-tanks, research centers, and media outlets, including blogs;
 - Service to the academic community; and/or,
 - Other scholarly activities appropriate to the faculty member's discipline.
- d. Other creative activities:
 - Works of art;
 - Artistic performances;
 - Shows; and/or,
 - Other creative activities appropriate to the faculty member's discipline.

7.2.6.3 The faculty member should keep in mind that the University especially values peer-reviewed publications or publications that are indexed in databases while recognizing that faculty members can contribute to the University's mission through other forms of scholarship and creative activities.

7.2.6.4 The faculty member should identify the resources that he or she will need from the University to successfully complete his or her scholarship and creative activities. The University cannot commit resources beyond those already provided by the FIRE account, the International Conference and Travel Fund, the Faculty Research Fund, and the Teaching Development Fund.

7.2.6.5 The faculty member should consider the following questions when deciding how to allocate his or her scholarship and creative activity time:

- What type of work is appropriate to my discipline?
- Will I be working on a discipline-related book? If so, how much work can I complete on this book within the year?
- Will I be writing chapters for an edited book?
- Will I be working on research papers for peer-reviewed journals?
- Will I be editing a book?
- Will I be participating in conferences?
- Will I be writing entries for encyclopedias and dictionaries?
- Will I be exhibiting my creative work?
- Will I be participating in a public performance?
- Will I be developing online or print resources for an academic publisher?
- Will I be engaged in media activities, such as writing newspaper articles or appearing on television interviews?
- Will I be taking a leadership role in a professional society?
- Will I be serving as a reviewer/referee?
- How can I include students in my research?

7.2.7 University Service

7.2.7.1 The faculty member must explain the university service activities that he or she plans to undertake during the forthcoming academic year.

7.2.7.2 The faculty member should consider the following questions when deciding how to allocate his or her service time:

- Will I be serving on the Faculty Assembly leadership?
- Will I be chairing a University committee?
- Will I be chairing a Faculty Assembly committee?
- Will I be a member of a University committee? If so, on which committee can I make the most meaningful contribution?
- Will I be a member of a Faculty Assembly committee? If so, on which committee can I make the most meaningful contribution?
- Will I be a student advisor?

- Will I be a department chair?
- Will I be serving on a search committee?
- Will I be serving on a Department Evaluation Team or the Faculty Evaluation Team?

7.2.8 The Dean of Faculty's Review

7.2.8.1 The Dean of Faculty reviews the faculty member's proposal and can decide to:

1. Endorse the proposal;
2. Seek further information about the proposal; or,
3. Discuss with the faculty member revisions to the proposal.

7.2.8.2 The Dean of Faculty may ask the faculty member's department chair to endorse the faculty member's teaching proposal.

7.2.8.3 The Dean of Faculty may consult with the Faculty Assembly Chair about a faculty member's university service proposal.

7.2.8.4 The Dean of Faculty or the faculty member may refer any disputes about a faculty member's responsibilities to the Dean's Council for review under section 7.2.9 of this Handbook.

7.2.8.5 The Dean of Faculty submits the proposed Agreement on Faculty Responsibilities to the Provost by 15 August for his or her endorsement.

7.2.8.6 The Provost makes the final decision by 1 September.

7.2.9 Disputes

7.2.9.1 The Dean of Faculty submits to the Dean's Council a written statement explaining why he or she does not support the faculty member's proposed Agreement on Faculty Responsibilities.

7.2.9.2 The faculty member has five calendar days in which to submit a written response to the Office of the Dean of Faculty.

7.2.9.3 The Dean of Faculty convenes a special meeting of the Dean's Council consisting of the department chairs and the Chair of the Faculty Assembly.

7.2.9.4 A member of the Dean's Council must recuse him- or herself from the meeting when he or she is the faculty member who disagrees with the Dean of Faculty about his or her Agreement on Faculty Responsibilities. The Dean's Council does not appoint a substitute member.

7.2.9.5 The Dean's Council reviews the Dean of Faculty's explanation and the faculty member's written response (if any). The Dean's Council can decide to:

- a. Accept the faculty member's proposed Agreement on Faculty Responsibilities.
- b. Accept the Dean of Faculty's revisions to the faculty member's Agreement on Faculty Responsibilities.
- c. Revise the faculty member's Agreement on Faculty Responsibilities.

7.2.9.6 The proposal approved by the Dean's Council goes to the Provost for his or her endorsement.

7.2.10 Adjustments

The Dean of Faculty and Provost can agree with the faculty member to adjust his or her Agreement on Faculty Responsibilities during the year as needed.

7.3 **Annual Reports**

7.3.1 The University uses the Annual Reports to check that faculty are adhering to their Agreement on Faculty Responsibilities and to have timely information on a faculty member's activities.

7.3.2 All tenured and tenure-track faculty must submit to the Dean of Faculty an Annual Report by 1 August. Other faculty do not submit an Annual Report.

7.3.3 Faculty members report on their teaching, scholarship and creative activities, and university service activities from the preceding academic year and summer. Faculty members must provide evidence that they have met the terms of their Agreement on Faculty Responsibilities.

7.3.4 The Annual Report must include a complete list of publications and citations (if any) from the preceding academic year and summer.

7.3.5 All tenured and tenure-track faculty must submit to the Office of the Provost a mid-year report on their research activities and an updated curriculum vitae by 1 February.

7.3.6 The Academic Affairs Committee and Dean of Faculty provide training for all faculty on how to prepare an Annual Report in the second half of the spring semester.

7.4 **Deadlines**

Deadline	Task
Second half of the preceding spring semester.	The Academic Affairs Committee and Dean of Faculty provide training for all faculty on how to prepare their Agreement on Faculty Responsibilities and Annual Report.
1 August	The faculty member's Annual Report for the preceding academic year is due to the Dean of Faculty.
1 August	The faculty member's proposed Agreement on Faculty Responsibilities for the forthcoming academic year is due to the Dean of Faculty.
15 August	The Dean of Faculty's decision on the faculty member's Agreement on Faculty Responsibilities is due.

1 September	The Provost's endorsement of the Dean of Faculty's decision is due to the faculty member and the Dean of Faculty.
1 February	The faculty member's mid-year Report and updated curriculum vitae is due to the Office of the Provost.

7.5 Records

A faculty member's Agreement on Faculty Responsibilities and Annual Report are stored in the Provost's Office as part of that faculty member's personnel file.

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Section Eight

Evaluation of Part-Time, Visiting, and Temporary Full-Time Faculty

8.1 Purpose

This section establishes procedures for the evaluation of part-time, visiting, and temporary full-time faculty, including adjunct faculty in the undergraduate and graduate programs, Balkan Scholars, and non-tenured faculty on fixed-term contracts who would like to have their contracts renewed.

8.2 Scope

This policy does not apply to tenured or tenure-track faculty.

8.3 No Obligation to Renew

A positive evaluation under these procedures does not obligate the University to renew a faculty member's contract. The Provost has the discretion not to renew a faculty member's contract for reasons completely unrelated to a faculty member's performance.

8.4 Performance Expectations

8.4.1 *Adjunct faculty:* Adjunct faculty in the undergraduate and graduate programs are initially evaluated in their third semester of teaching and prior to being reappointed for a fourth semester. The Department Evaluation Team (DET) evaluates the extent to which the individual's performance meets the criteria for a new civil contract (or the equivalent) in the area of teaching. An adjunct faculty member needs a rating of "Good" or higher to be eligible for contract renewal. The DET gives a rating "with qualifications" or "without qualifications." An adjunct faculty member who receives a rating "with qualifications" will be evaluated again after two semesters. An adjunct faculty member who receives a rating "without qualifications" will be evaluated again in his or her sixth semester following his or her current evaluation.

8.4.2 *Balkan Scholars:* Balkan Scholars are evaluated in the final semester of their first fixed-term contract. The Department Evaluation Team (DET) evaluates the extent to which the individual's performance meets the criteria for contract renewal in the area of teaching. A Balkan Scholar needs a rating of "Good" or higher to be eligible for contract renewal. The DET gives a rating "with qualifications" or "without qualifications." A Balkan Scholar who receives a rating "with qualifications" will be evaluated again in the final semester of his or her next contract. A Balkan Scholar who receives a rating "without qualifications" will be evaluated again in the final semester of his or her third year following his or her current evaluation.

8.4.3 *Temporary full-time faculty on fixed-term contracts of up to two years:* Temporary full-time faculty are evaluated in the final semester of their contract. The Department Evaluation Team (DET) evaluates the extent to which the individual's performance meets the criteria for contract renewal in the area of teaching. A temporary full-time faculty member needs a rating of "Good" or higher to be eligible for contract renewal. A temporary full-time faculty member who applies for a tenure-track position is expected to undergo DET evaluation unless he or she was previously evaluated by the DET as "Good" or higher.

8.4.4 The DET evaluates faculty based on the standards in Section Eleven (“Faculty Evaluation Standards”) of this Handbook.

8.5 Appointment of the Department Evaluation Team

8.5.1 All members of the Department Evaluation Team (DET) must be tenured or tenure-track faculty.

8.5.2 The Department Chair recommends to the Provost a DET consisting of three faculty members, at least one of whom should be from the same department. In cases where there are not enough eligible DET members in the department, the Department Chair can recommend faculty members from closely related disciplines. The Provost approves the DET members.

8.5.3 The same DET performs all evaluations of the department’s faculty in a given semester. A Department Chair can form a different DET for faculty teaching in the department’s graduate programs.

8.6 Timetable for Faculty Evaluation

8.6.1 The timetable for faculty evaluation and recommendations is designed to ensure that faculty receive a timely review and that all participants in the process have sufficient time for deliberations. This timetable can be amended with the agreement of the Department Chair, the faculty member being evaluated, and the Provost. However, the deadline for the faculty response to the DET letter cannot be later than two weeks before the last day of exams.

8.6.2 The faculty evaluation process proceeds according to the following timetable for faculty teaching in the undergraduate program.

Deadline	Task
Last day of the first week of the semester.	The Provost’s Office notifies faculty who are undergoing evaluation this semester.
Last day of the second week of the semester.	The department chair requests approval of the DET from the Provost.
Last day of the fourth week of the semester.	Peer review letters are due.
Last day of the eighth week of the semester.	Evaluation dossiers are due (including any faculty response to the peer reviews).
Three weeks after the faculty member submits his or her dossier.	DET recommendation letters are due.

One week after the DET letters are submitted.	Faculty response (if any) to the DET letter is due.
Two weeks after the DET letters are submitted.	The Provost's evaluation letters are due.

8.6.3 The faculty evaluation process proceeds according to the following timetable for faculty teaching in the EMBA program.

Deadline	Task
Last day of the first week of the semester.	The Provost's Office notifies faculty who are undergoing evaluation this semester.
Last day of the second week of the semester.	The department chair requests approval of the DET from the Provost.
The end of the EMBA semester.	Peer review letters are due.
Three weeks after the end of the EMBA semester.	Evaluation dossiers are due (including any faculty response to the peer reviews).
Four weeks after the end of the EMBA semester.	DET recommendation letters are due.
One week after the DET letters are submitted.	Faculty response (if any) to the DET letter is due.
Two weeks after the DET letters are submitted.	The Provost's evaluation letters are due.

8.6.4 The department chair can schedule the courses of faculty undergoing evaluation on the registration site for the following semester provisionally. Faculty undergoing evaluation should note that their appointment for the following semester is conditional on the Provost's decision to reappoint them.

8.7 Evidence for Evaluation

8.7.1 Faculty must submit an electronic evaluation dossier to the Office of the Provost when they come up for evaluation. The deadline to submit an evaluation dossier is the last day of the eighth week of the semester unless the Provost has approved a different schedule in writing. Faculty members who submit a partial dossier by the deadline will be evaluated on what is available.

- 8.7.2 Faculty are responsible for submitting a complete dossier with a signed checklist as the first page. The dossier includes materials regarding the faculty member's performance for all semesters since the previous evaluation, including the semester in which the previous evaluation took place. In submitting their dossier, faculty indicate their agreement that this is the material upon which they wish to be evaluated. Dossiers submitted after the deadline will not be accepted or considered.
- 8.7.3 A faculty member who does not submit a dossier by the deadline thereby indicates to the Provost that he or she does not want to continue as a faculty member.
- 8.7.4 A faculty member can seek the help of the Office of the Provost in compiling his or her dossier providing that he or she does so well in advance of the deadline for submission. However, faculty are solely responsible for ensuring that they submit all materials before the deadline.
- 8.7.5 The DET bases its evaluation and its recommendation to the Provost upon the contents of this dossier. The DET may contact the faculty member up for evaluation if there are any questions that need clarification but has no obligation to do so. The DET must conduct its communication with the faculty member being evaluated through the Office of the Provost.
- 8.7.6 The Faculty Evaluation Committee and the Provost hold a dossier preparation workshop open to all part-time, visiting, and temporary full-time faculty during the first half of each semester.
- 8.8 **The Dossier**
- 8.8.1 The faculty member uses the dossier to provide the DET and Provost with evidence of their work in the classroom at the undergraduate and/or graduate levels including the supervision of students' internships, independent studies, capstone projects, senior projects, and senior theses.
- 8.8.2 The faculty member must include in his or her dossier:
1. A self-reflection letter in which the faculty member reflects on his or her performance in the area of teaching during the evaluation period. The faculty member should use the self-reflection letter to explain his or her teaching philosophy, indicate any changes that he or she has made to his or her courses since the last evaluation, and explain how his or her teaching meets the best practices of his or her discipline within the context of an American liberal arts education.
 2. An up-to-date curriculum vitae that includes a cumulative list of academic and personal accomplishments.
 3. The DET's and Provost's recommendation letters from the faculty member's previous evaluation (if applicable).
 4. A list of the courses taught each semester during the current evaluation period, the student enrollment numbers for each course, and indications of which courses carry WIC designations.
 5. Syllabi for all courses and for each semester taught during the evaluation period. The faculty member should indicate changes made to syllabi over the evaluation period in his or her self-reflection letter.

6. Grade distributions for all courses during the evaluation period along with the University and discipline or departmental average results.
7. Samples of significant class assignments and examinations.
8. Samples of graded student work from a variety of courses taught during the evaluation period, including the feedback that he or she provided students to help them develop academically. (The names of students and their ID numbers must be redacted.)
9. At least two peer reviews for the evaluation period. See section 8.9 of this Handbook for information on the selection of peer reviewers and the content of the peer review letters. The Provost may waive a second peer review for faculty teaching in the EMBA program.
10. Any other material that the faculty member judges will assist the DET and Provost in making an objective evaluation of his or her teaching effectiveness.

Note: The University treats student evaluations as a tool for students to provide their instructors with formative feedback on their teaching throughout the evaluation period. The Dean of Faculty reviews the student evaluations each semester to identify areas where the faculty member might need further support in the area of teaching.

8.9 Peer Reviews

- 8.9.1 The Department Chair selects the peer reviewers.
- 8.9.2 The peer reviewers may be tenure-track or tenured faculty members from any department.
- 8.9.3 The peer reviewers must not be members of the faculty member's DET.
- 8.9.4 The peer reviewer should base his or her review on at least one class visit or the viewing of a recorded class, course syllabi, and course materials prepared to support student learning. The peer reviewer must assess the instructor's in-class performance, the rigor of the course, and the students' response during the class observation.
- 8.9.5 The peer reviewer should submit his or her review to the faculty member and the DET through the Provost's Office. The faculty member has the right to respond to the peer evaluation and include his or her response in the dossier.

8.10 Evaluation Procedures

The evaluation procedures for contract renewal include several stages of review.

8.10.1 Department Evaluation Team's Recommendation

- 8.10.1.1 For each faculty member under evaluation, the DET reviews all dossier contents and writes a letter to the evaluatee and the Provost summarizing its findings.
- 8.10.1.2 The DET evaluates the faculty member's performance according to the ratings defined in section 11.2 of this Handbook, with a narrative describing the strengths and areas for improvement (if any) of the faculty member's performance in the area of teaching.
- 8.10.1.3 The DET will include in this letter a recommendation to the Provost whether or not to renew the faculty member's contract.

8.10.1.4 The faculty member has the right to respond to the DET evaluation. The faculty member submits his or her response to the Office of the Provost. The DET's letter and the faculty member's response (if any) become part of the faculty member's evaluation dossier.

8.10.2 Provost's Decision

8.10.2.1 The Provost writes a letter to the faculty member evaluating him or her in the area of teaching. The Provost copies this letter to the DET.

8.10.2.2 The Provost's recommendation will be based on the faculty member's dossier, the DET's evaluation letter, the faculty member's response (if any) to the DET, and his or her own evaluation of the faculty member's performance.

8.10.3.3 The Provost's decision is final.

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Section Nine

Mid-Tenure Review of Tenure-Track Faculty

9.1 Purpose

The University reviews the performance of tenure-track faculty to provide them with formative feedback on their progress towards tenure and to ensure that the faculty member's work supports the University's mission.

9.2 Timing

The University reviews tenure-track faculty who start in the fall semester in their fourth semester and tenure-track faculty who start in the spring semester in their fifth semester.

9.3 Performance Expectations

9.3.1 The Faculty Evaluation Team (FET) and Provost provide tenure-track faculty with formative feedback as part of their mid-tenure review. (The FET and Provost are "the Reviewers" for the purposes of this section.)

9.3.2 The Reviewers provide tenure-track faculty with formative feedback on their performance in the three areas of evaluation: teaching, scholarship and creative activities, and university service. The Reviewers judge that a tenure-track faculty member is progressing adequately toward tenure when he or she meets the following minimal performance expectations.

Teaching	Scholarship and Creative Activities	University Service
Good	Meets Basic Responsibilities	Meets Basic Responsibilities
Very Good	Meets Basic Responsibilities	Needs Improvement
Very Good	Needs Improvement	Good
Meets Basic Responsibilities	Very Good	Meets Basic Responsibilities
Meets Basic Responsibilities	Meets Basic Responsibilities	Exceptional

9.3.3 The Reviewers review tenure-track faculty based on the standards in Section Eleven ("Faculty Evaluation Standards") of this Handbook. The Reviewers cannot review tenure-track faculty on the basis of extraneous standards that have not been delineated in this Handbook.

9.3.4 The Reviewers review a tenure-track faculty member's achievements according to the expectations that the Dean of Faculty and Provost have established in that faculty member's annual Agreements on Faculty Responsibilities. The Reviewers cannot impose new expectations retrospectively.

9.4 Faculty Evaluation Team Selection

9.4.1 The Faculty Evaluation Team (FET) selection procedure is designed to provide broad representation from among the tenured faculty but cannot ensure representation of all disciplines.

9.4.2 All FET members must be tenured faculty. No individual can serve more than two consecutive years.

9.4.3 The FET consists of five members and two alternate members elected by the Faculty Assembly (FA) in a secret ballot during the fall semester. The first three members are elected from among the most senior tenured members of each of the departments. Seniority is determined first by rank, then years in rank, then years in academia. The Provost arbitrates any questions about seniority. In cases where the most senior member of a department is ineligible or chooses not to be considered for FET membership, inclusion on the most senior eligible list passes to the next highest ranked tenured faculty member in the department until no eligible members are available. The FET's two additional members and the two alternate members are elected from among all tenured members of the FA.

9.4.4 Every faculty member under review has the right to exclude one FET member from his or her review. In such cases, the FET chair assigns one of the elected alternate members to serve in the excluded member's place. The alternate may be present at other meetings of the FET at the FET chair's discretion.

9.4.5 FET members may request that an alternate FET member serve. It is a matter of professional ethics to avoid conflicts of interest. A faculty member who has a personal relationship with the faculty member being reviewed should not write a peer review or participate in the review process.

9.4.6 The Provost must approve a faculty member's request for an alternate to serve in place of an excluded FET member before the faculty member submits his or her dossier.

9.4.7 In the case that more than two FET members are not able to serve due to health problems, resignation from the University, or an emergency situation, the FA elects additional FET member(s) to replace them, following the procedure described in section 9.4 of this Handbook.

9.4.8 The Faculty Evaluation Committee and Provost hold a training session for the FET members the week before the spring semester.

9.4.9 The same FET that evaluates faculty for tenure conducts mid-tenure reviews.

9.5 Timetable for Mid-Tenure Reviews

9.5.1 The timetable for mid-tenure reviews is designed to ensure that faculty receive timely feedback on their work and that all participants in the process have sufficient time for deliberations.

9.5.2 The mid-tenure review shall proceed according to the following timetable.

Deadline	Task
The first week of the fall semester.	The Provost's Office notifies faculty undergoing evaluation this year.
Second FA meeting of the fall semester.	The FA elects the FET members.
The first half of the fall semester.	The Faculty Evaluation Committee and Provost hold a dossier preparation workshop for all faculty.
The week before the spring semester.	The Faculty Evaluation Committee and Provost hold a training session for the FET members.
The first day of the spring semester.	Peer Review letters are due. Department letters are due. The Dean of Faculty's letters are due.
Last day of the second week of the spring semester.	The dossiers are due (including any response by the faculty member to his or her peer reviews).
Last day of the exam week of the spring semester.	The FET's recommendation letters are due.
One week after the FET letters are submitted.	The faculty member's response (if any) to the FET letter is due.
3 September	The Provost's decision is due.
10 September	The faculty member can appeal the Provost's decision to the President.
17 September	The President's decision in the case of appeals. The President's decision is final.

1 October	<p><i>For faculty who meet the University's minimal performance expectations:</i></p> <p>The Provost sends the faculty member a letter confirming that he or she has successfully completed his or her mid-tenure review.</p> <p><i>For faculty who fail to meet the University's minimal performance expectations:</i></p> <p>The Provost sends the faculty member a letter placing him or her on performance review and referring him or her to the Dean of Faculty to work on a Performance Improvement Plan.</p>
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9.6 Evidence for Review

- 9.6.1 Tenure-track faculty must submit an electronic dossier to the Office of the Provost before the last day of the second week of the spring semester. The Provost cannot extend or waive this deadline except when the faculty member has a serious health condition or emergency that prevents him or her submitting his or her dossier on time. Faculty who fail to submit a full dossier by the deadline will be reviewed on what is available. Dossiers submitted after the deadline will not be accepted or considered.
- 9.6.2 Faculty are responsible for submitting a complete dossier with a signed checklist. The dossier includes materials regarding the faculty member's performance for all semesters as a tenure-track faculty member. In submitting their dossier, the faculty member agrees that this is the material upon which he or she is to be reviewed.
- 9.6.3 In cases where a faculty member's work can be classified under two or more areas of review, the faculty member should stipulate the area under which he or she wants to receive feedback.
- 9.6.4 A faculty member can seek the help of the Office of the Provost in compiling the contents of his or her dossier providing that he or she does so well in advance of the deadline for submission. However, the faculty member is solely responsible for ensuring that he or she submits all materials before the deadline.
- 9.6.5 The FET bases its feedback and its recommendation to the Provost upon the contents of this dossier. The FET may contact the faculty member if it has any questions, but it has no obligation to do so. The FET must conduct its communication with the faculty member being reviewed through the Office of the Provost.
- 9.6.6 The FET and the faculty member under review cannot discuss the review before, during, or after the review. The FET's work is confidential to the FET and the Provost. Any member of the FET who violates this confidentiality will face disciplinary action that can result in the termination of that person's employment for a serious breach

of the labor discipline within the meaning of art. 190, para. 1, item 7 of the Bulgarian Labor Code. Any faculty member under review who contacts the FET about his or her review will face disciplinary action that can result in the termination of that person's employment for a serious breach of the labor discipline within the meaning of art. 190, para. 1, item 7 of the Bulgarian Labor Code.

9.6.7 Any person who attempts to influence the FET's or Provost's decision outside of the review process will face disciplinary action for a serious breach of the labor discipline within the meaning of art. 190, para. 1, item 7 of the Bulgarian Labor Code.

9.6.8 The Faculty Evaluation Committee and Provost hold a dossier preparation workshop open to all faculty members during the first half of the fall semester.

9.7 **The Dossier**

9.7.1 General

1. The faculty member must include a self-reflection letter addressing the three areas of review. The faculty member's letter should address the rubric questions in Section Eleven ("Faculty Evaluation Standards") of this Handbook.
2. The faculty member must include an up-to-date curriculum vitae that includes a cumulative list of academic and personal accomplishments.
3. The faculty member must include his or her Agreements on Faculty Responsibilities and Annual Reports for the review period.

9.7.2 Teaching

This section concerns the faculty member's work in the classroom at the undergraduate and graduate levels including the supervision of students' internships, independent studies, capstone projects, senior projects, and senior theses.

1. The faculty member must use the self-reflection letter to explain his or her teaching philosophy.
2. The faculty member must use the self-reflection letter to reflect on how his or her teaching meets the best practices of his or her discipline within the context of an American liberal arts education.
3. The faculty member must include a list of the courses he or she taught each semester during the current review period, the student enrollment numbers for each course, and an indication of which courses carry WIC designations.
4. The faculty member must include syllabi for all courses and for each semester that he or she taught during the review period. The faculty member should indicate changes made to syllabi over the review period in his or her self-reflection letter.
5. The faculty member must include the grade distributions of all courses that he or she taught during the review period along with the University and discipline or departmental average results.
6. The faculty member must include samples of significant class assignments and examinations.

7. The faculty member must include samples of graded student work from a variety of courses that he or she taught during the review period, including the feedback that he or she provided students to help them develop academically. (The names of students and their ID numbers must be redacted.)
8. The faculty member must include at least two peer reviews for the review period conducted by faculty members in the discipline or related field. See section 9.8 of this Handbook for information on the selection of peer reviewers and the content of the peer review letters.
9. The faculty member must include a letter from his or her department detailing his or her contributions to meeting the department's curricular needs. See section 9.9 of this Handbook.
10. The faculty member must include a letter from the Dean of Faculty detailing his or her contributions to meeting the University's curricular needs. See section 9.10 of this Handbook.

Note: The University treats student evaluations as a tool for students to provide their instructors with formative feedback on their teaching throughout the evaluation period. The Dean of Faculty reviews the student evaluations each semester to identify areas where the faculty member might need further support in the area of teaching.

9.7.3 Scholarship and Creative Activities

This section concerns the faculty member's work as an intellectual, including his or her impact as a researcher and public intellectual.

1. The faculty member must include a complete list of all scholarly and creative activities appropriate to his or her discipline conducted during the review period, including:
 - a. Books, monographs, articles, novels, plays, and short stories published or accepted for publication.
 - b. Conference papers and panels.
 - c. Other scholarly activities:
 - Case studies;
 - Dictionaries;
 - Textbooks;
 - Reports;
 - Learning guides used in universities or high schools;
 - Chairing professional panels;
 - Presence in the local and international media;
 - Research grants applied for or awarded;
 - Book reviews published or accepted for publication;
 - Peer reviews of journal articles or conference papers;
 - Editing an academic book or journal;
 - Evaluating research projects or grant applications;
 - Consultations or presentations for private or public organizations;
 - Industry research and reports;
 - Newspaper articles or interviews;
 - Serving as a Ph.D. examiner;

- Serving on the boards of associations, corporations, and non-government organizations;
 - Participating in joint projects with other universities or organizations;
 - Leading or participating in a national or international research project;
 - Leading or participating in a national or international educational project;
 - Applications for external funding;
 - Publications for think-tanks, research centers, and media outlets, including blogs;
 - Service to the academic community; and/or,
 - Other scholarly activities appropriate to the faculty member's discipline.
- d. Other creative activities:
- Works of art;
 - Artistic performances;
 - Shows; and/or,
 - Other creative activities appropriate to the faculty member's discipline.
2. The faculty member must provide evidence of the status of these works and indicate whether or not these works were reviewed for acceptance.
 3. The faculty member should indicate how he or she has included students in his or her research projects.
 4. The faculty member must use the self-reflection letter to reflect on how his or her scholarly and creative activities meet the standards of his or her discipline within the context of an undergraduate American liberal arts university.
 5. The faculty member should explain the impact of his or her scholarly or creative activities in promoting the mission of the University and/or raising the national or international profile of the University among scholars and/or the public.
 6. The faculty member must identify his or her specific contributions to co-authored publications.
 7. The faculty member is responsible for including enough examples of his or her scholarly or creative activities to allow the Reviewers to assess whether he or she has been meeting his or her Agreements on Faculty Responsibilities.

9.7.4 University Service

This section concerns the ways in which the faculty member supports the effective running of the University and/or the intellectual and artistic life of the campus.

1. The faculty member must include a list of his or her service activities to the faculty, University, and students.
2. The faculty member must use the self-reflection letter to explain his or her service activities including the specific contributions that he or she made to the work and achievements of the committees on which he or she served.
3. The faculty member must include evidence of his or her particular contributions.
4. The faculty member must include a letter from his or her department detailing his or her contributions to the department. See section 9.9 of this Handbook.

5. The faculty member must include a letter from the Dean of Faculty detailing his or her contributions to the University and campus life. See section 9.10 of this Handbook.
6. The faculty member is responsible for including enough examples of his or her service activities to allow the Reviewers to assess whether he or she has been meeting his or her Agreements on Faculty Responsibilities.

9.7.5 Other

The faculty member can include any other material that he or she judges will assist the Reviewers in providing him or her with helpful feedback on his or her effectiveness in teaching, scholarship and creative activities, and university service.

9.8 **Peer Reviews**

9.8.1 The faculty member proposes two internal peer reviewers who must be approved by the Provost prior to the review.

9.8.2 The peer reviewer should base his or her review on at least one class visit or the viewing of at least one recorded class selected by the faculty member being reviewed, course syllabi, and the course material that the faculty member uses to support student learning. The peer reviewer must note the instructor's in-class performance, the rigor of the course, and the students' response during the class observation.

9.8.3 The peer reviewer should base his or her review on a class given by the faculty member during the semester immediately before the faculty member's mid-tenure review. The Provost can permit the peer reviewer to observe a class given by the faculty member during a different semester when that faculty member is on leave at the time the peer review would ordinarily take place.

9.8.4 The peer reviewer should submit his or her review to the Provost's Office before the first day of the spring semester. The Provost's Office forwards the letter to the faculty member and includes the letter in the faculty member's dossier. The faculty member has the right to respond to the peer review and include this response in his or her dossier.

9.9 **Department Letter**

9.9.1 The department shall prepare a letter detailing facts regarding the faculty member's contribution to meeting the department's curricular needs and his or her contribution to the service activities of the department.

9.9.2 The department does not evaluate the faculty member's contribution to meeting the department's curricular needs and his or her contribution to the service activities of the department. The department's letter should only state facts.

9.9.3 The department chair or other senior member of the department drafts the letter. The drafter presents the letter at a department meeting for discussion without the presence of the faculty member under evaluation or distributes the letter to the department members to review. The final version of the letter must be approved by the department by majority vote. The department members sign the letter as confirmation that they approve it.

9.9.4 The department submits the letter to the Provost's Office before the first day of the spring semester. The Provost's Office forwards the letter to the faculty member and includes the letter in the faculty member's dossier. The faculty member has the right to respond to the department letter and include this response in his or her dossier.

9.10 **Dean of Faculty Letter**

9.10.1 The Dean of Faculty shall prepare a letter detailing facts regarding the faculty member's contribution to meeting the University's curricular needs and his or her contribution to the service activities of the University.

9.10.2 The Dean of Faculty does not evaluate the faculty member's contribution to meeting the University's curricular needs and his or her contribution to the service activities of the University. The Dean of Faculty's letter should only state facts.

9.10.3 The Dean of Faculty can solicit information about the faculty member's service activities from the Dean of Students, the Faculty Assembly Chair, and committee chairs.

9.10.4 The Dean of Faculty submits the letter to the Provost's Office before the first day of the spring semester. The Provost's Office forwards the letter to the faculty member and includes the letter in the faculty member's dossier. The faculty member has the right to respond to the Dean of Faculty's letter and include this response in his or her dossier.

9.11 **Review Procedures**

9.11.1 Faculty Evaluation Team's Feedback

9.11.1.1 The FET writes a letter to the faculty member providing him or her with formative feedback in each area of review. The FET copies this letter to the Provost.

9.11.1.2 Each FET member must read the faculty member's entire dossier so that they can provide the faculty member with informed feedback on his or her performance in each area.

9.11.1.3 The FET completes the evaluation rubrics in Section Eleven ("Faculty Evaluation Standards") of this Handbook for each area of review. The FET's narrative feedback should describe the strengths and areas for improvement (if any) of the faculty member's performance in each area.

9.11.1.4 The FET letter should note whether the FET agreed on the rating by consensus or majority vote. In the case of a majority vote, the FET should note in its letter the count of the vote and the minority opinion.

9.11.1.5 The faculty member has the right to respond to the FET's feedback. The faculty member submits his or her response to the Office of the Provost. The FET letter and faculty member's response (if any) become part of the faculty member's dossier.

9.11.2 Provost's Feedback

9.11.2.1 The Provost writes a letter to the faculty member providing him or her with formative feedback in each area of review. The Provost copies this letter to the FET.

9.11.2.2 The Provost reads the faculty member's entire dossier so that he or she can provide the faculty member with informed feedback on his or her performance in each area. The Provost also reads the FET's feedback and the faculty member's response (if any) to the FET.

9.11.2.3 The Provost completes the evaluation rubrics in Section Eleven (“Faculty Evaluation Standards”) of this Handbook for each area of review. The Provost’s narrative feedback should describe the strengths and areas for improvement (if any) of the faculty member’s performance in each area.

9.12 Performance Review

9.12.1 The Provost can place a tenure-track faculty member on performance review when the FET and/or the Provost finds that the faculty member does not meet the University’s minimal performance expectations.

9.12.2 The faculty member has the right to appeal the Provost’s decision to the President before 10 September. The President does not consider appeals after the deadline. The President’s decision is final.

9.12.3 The Provost determines the length of performance review based on the time he or she judges reasonable for the faculty member to address the area(s) of concern. Ordinarily, the Provost places a faculty member on performance review for one year from the semester of the mid-tenure review when the area of concern is teaching or university service and two years from the semester of the mid-tenure review when the area of concern is scholarship or creative activities.

9.12.4 The Provost’s performance review letter must specify the standards by which the Reviewers will establish whether the faculty member has met the terms of his or her performance review when they next review him or her.

9.12.5 The Provost asks the Dean of Faculty to work with the faculty member to develop a Performance Improvement Plan that will help the faculty member to address the area(s) of concern.

9.12.6 The faculty member’s tenure clock is paused until the faculty member has met the terms of his or her performance review.

9.12.7 The FET and Provost review the faculty member’s performance in each area at the end of the performance review period following the same procedures in this section of the Handbook.

9.12.8 The faculty member must include the following information in his or her dossier when next reviewed in addition to the regular dossier materials:

- The FET’s and Provost’s feedback letters from the faculty member’s previous review.
- The Performance Improvement Plan developed by the Dean of Faculty and the faculty member.
- A letter from the Dean of Faculty describing his or her observations of the faculty member’s progress towards addressing the area(s) of concern.

9.12.9 The FET must recommend to the Provost that he or she (a) removes the faculty member from performance review because the faculty member now meets the University’s minimal performance expectations, (b) extends the performance review period because the FET judges that the faculty member has made substantial progress toward addressing the area(s) of concern, or (c) terminates the faculty member’s employment contract.

- 9.12.10 The Provost can decide to accept the FET's recommendation or select one of the other options. In the case of termination, the Provost is terminating the faculty member's employment contract on the grounds that the faculty member has received a negative evaluation in two consecutive assessments.
- 9.12.11 The faculty member can appeal the Provost's decision to the President before 10 September. The President does not consider appeals after the deadline. The President's decision is final.

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Section Ten

Evaluation of Tenure-Track Faculty for Tenure

10.1 Purpose

The University evaluates tenure-track faculty for tenure by evaluating their contribution to the University's mission in the areas of teaching, scholarship and creative activities, and university service.

10.2 Timing

The University evaluates tenure-track faculty who start in the fall semester in their tenth semester and tenure-track faculty who start in the spring semester in their eleventh semester.

10.3 Performance Expectations

10.3.1 The Faculty Evaluation Team (FET), Provost, and President evaluate faculty for tenure. (The FET, Provost, and President are "the Reviewers" for the purposes of this section.)

10.3.2 The Reviewers evaluate the extent to which the faculty member's performance meets the criteria for tenure in the three areas of evaluation: teaching, scholarship and creative activities, and university service. The Reviewers judge that a faculty member is eligible for tenure when he or she meets the following minimal performance expectations.

Teaching	Scholarship and Creative Activities	University Service
Good	Good	Good
Very Good	Good	Meets Basic Responsibilities
Very Good	Meets Basic Responsibilities	Very Good
Exceptional	Meets Basic Responsibilities	Meets Basic Responsibilities
Meets Basic Responsibilities	Exceptional	Meets Basic Responsibilities

10.3.3 The Reviewers evaluate faculty for tenure based on the standards in Section Eleven ("Faculty Evaluation Standards") of this Handbook. The Reviewers cannot evaluate faculty for tenure on the basis of extraneous standards that have not been delineated in this Handbook.

10.3.4 The Reviewers evaluate a tenure-track faculty member's achievements according to the expectations that the Dean of Faculty and Provost have established in that faculty member's annual Agreements on Faculty Responsibilities. The Reviewers cannot impose new expectations retrospectively.

10.4 Faculty Evaluation Team Selection

10.4.1 The Faculty Evaluation Team (FET) selection procedure is designed to provide broad representation from among the tenured faculty but cannot ensure representation of all disciplines.

10.4.2 All FET members must be tenured faculty. No individual can serve more than two consecutive years.

10.4.3 The FET consists of five members and two alternate members elected by the Faculty Assembly (FA) in a secret ballot during the fall semester. The first three members are elected from among the most senior tenured members of each of the departments. Seniority is determined first by rank, then years in rank, then years in academia. The Provost arbitrates any questions about seniority. In cases where the most senior member of a department is ineligible or chooses not to be considered for FET membership, inclusion on the most senior eligible list passes to the next highest ranked tenured faculty member in the department until no eligible members are available. The FET's two additional members and the two alternate members are elected from among all tenured members of the FA.

10.4.4 Every faculty member under review has the right to exclude one FET member from his or her review. In such cases, the FET chair assigns one of the elected alternate members to serve in the excluded member's place. The alternate may be present at other meetings of the FET at the discretion of the FET chair.

10.4.5 FET members may request that an alternate FET member serve. It is a matter of professional ethics to avoid conflicts of interest. A faculty member who has a personal relationship with the faculty member being reviewed should not write a peer review or participate in the review process.

10.4.6 The Provost must approve a faculty member's request for an alternate to serve in place of an excluded FET member before the faculty member submits his or her dossier.

10.4.7 In the case that more than two FET members are not able to serve due to health problems, resignation from the University, or an emergency situation, the FA elects additional FET member(s) to replace them, following the procedure described in section 10.4 of this Handbook.

10.4.8 The Faculty Evaluation Committee and Provost hold a training session for the FET members the week before the spring semester.

10.4.9 The same FET that conducts mid-tenure reviews evaluates faculty for tenure.

10.5 Timetable for Tenure Evaluation

10.5.1 The timetable for tenure evaluation is designed to ensure that faculty receive a timely decision on their tenure status and that all participants in the process have sufficient time for deliberations.

10.5.2 The tenure evaluation shall proceed according to the following timetable.

Deadline	Task
The first week of the fall semester.	The Provost's Office notifies faculty undergoing evaluation this year.
Second FA meeting of the fall semester.	The FA elects the FET members.
The first half of the fall semester.	The Faculty Evaluation Committee and Provost hold a dossier preparation workshop for all faculty members.
The week before the spring semester.	The Faculty Evaluation Committee and Provost hold a training session for the FET members.
The first day of the spring semester.	Peer review letters are due. Department letters are due. The Dean of Faculty's letters are due.
Last day of second week of the spring semester.	The dossiers are due (including any response by the faculty member to the peer reviews).
Last day of the exam week of the spring semester.	The FET's recommendation letters are due.
One week after the FET letters are submitted.	The faculty member's response (if any) to the FET recommendation is due.
3 September	The Provost's recommendation letter is due.
10 September	The faculty member's response to the Provost's recommendation letter is due.
1 October	The President's decision is due.

15 October	<p><i>For faculty members who fail to meet the University's minimal performance expectations:</i></p> <p>The President sends the faculty member a letter placing him or her on performance review and asking the Provost to refer the faculty member to the Dean of Faculty to work on a Performance Improvement Plan.</p>
October Board Meeting	<p><i>For faculty members who meet the University's minimal performance expectations:</i></p> <p>The Board of Trustees' decision is due.</p>
15 December	<p>The Provost sends the faculty member a letter confirming that he or she has achieved tenure.</p>

10.6 Evidence for Evaluation

- 10.6.1 Faculty being evaluated for tenure must submit an electronic dossier to the Office of the Provost before the last day of the second week of the spring semester. The Provost cannot extend or waive this deadline except when the faculty member has a serious health condition or emergency that prevents him or her submitting his or her dossier on time. Faculty who fail to submit a full dossier by the deadline will be reviewed on what is available. Dossiers submitted after the deadline will not be accepted or considered.
- 10.6.2 Faculty members are responsible for submitting a complete dossier with a signed checklist. The dossier includes materials regarding the faculty member's performance for all semesters since his or her mid-tenure review, including the semester in which his or her mid-tenure review took place. In submitting their dossier, the faculty member agrees that this is the material upon which he or she is to be evaluated.
- 10.6.3 A faculty member can seek the help of the Office of the Provost in compiling the contents of his or her dossier providing that he or she does so well in advance of the deadline for submission. However, the faculty member is solely responsible for ensuring that he or she submits all materials before the deadline.
- 10.6.4 In cases where a faculty member's work can be classified under two or more areas of evaluation, the faculty member should stipulate the area under which he or she wants to be evaluated.
- 10.6.5 The FET bases its evaluation and its recommendation letter to the Provost upon the contents of this dossier. The FET may contact the faculty member if it has any questions, but it has no obligation to do so. The FET must conduct its communication with the faculty member being evaluated through the Office of the Provost.

- 10.6.6 The FET and the faculty member under evaluation cannot discuss the evaluation at all before, during, or after the evaluation. The FET's work is confidential to the FET, the Provost, and the President. Any member of the FET who violates this confidentiality will face disciplinary action that can result in the termination of that person's employment for a serious breach of the labor discipline within the meaning of art. 190, para. 1, item 7 of the Bulgarian Labor Code. Any faculty member under evaluation who contacts the FET about his or her evaluation will face disciplinary action that can result in the termination of that person's employment for a serious breach of the labor discipline within the meaning of art. 190, para. 1, item 7 of the Bulgarian Labor Code.
- 10.6.7 Any person who attempts to influence the FET's, Provost's, or President's decision outside of the evaluation process will face disciplinary action for a serious breach of the labor discipline within the meaning of art. 190, para. 1, item 7 of the Bulgarian Labor Code.
- 10.6.8 The Faculty Evaluation Committee and Provost hold a dossier preparation workshop open to all faculty members during the first half of the fall semester.

10.7 **The Dossier**

10.7.1 General

1. The faculty member must include a self-reflection letter addressing the three areas of evaluation. The faculty member's letter should address the rubric questions in Section Eleven ("Faculty Evaluation Standards") of this Handbook.
2. The faculty member must include an up-to-date curriculum vitae that includes a cumulative list of academic and personal accomplishments.
3. The faculty member must include the FET's and Provost's review letters from the faculty member's mid-tenure review. A faculty member who was placed on performance review during his or her mid-tenure review must include all previous review letters.
4. The faculty member must include his or her Agreements on Faculty Responsibilities and Annual Reports since his or her mid-tenure review.

10.7.2 Teaching

This section concerns the faculty member's work in the classroom at the undergraduate and graduate levels including the supervision of students' internships, independent studies, capstone projects, senior projects, and senior theses.

1. The faculty member must use the self-reflection letter to explain his or her teaching philosophy.
2. The faculty member must use the self-reflection letter to reflect on how his or her teaching meets the best practices of his or her discipline within the context of an American liberal arts education.
3. The faculty member must include a list of the courses taught each semester during the current evaluation period, the student enrollment numbers for each course, and an indication of which courses carry WIC designations.

4. The faculty member must include syllabi for all courses and for each semester that he or she taught during the evaluation period. The faculty member should indicate changes made to syllabi over the evaluation period in his or her self-reflection letter.
5. The faculty member must include the grade distributions of all courses that he or she taught during the evaluation period along with the University and discipline or departmental average results.
6. The faculty member must include samples of significant class assignments and examinations.
7. The faculty member must include samples of graded student work from a variety of courses that he or she taught during the evaluation period, including the feedback that he or she provided students to help them develop academically. (The names of students and their ID numbers must be redacted.)
8. The faculty member must include at least two peer reviews for the review period conducted by faculty members in the discipline or related field. See section 10.8 of this Handbook for information on the selection of peer reviewers and the content of the peer review letters.
9. The faculty member must include a letter from his or her department detailing his or her contributions to meeting the department's curricular needs. See section 10.9 of this Handbook.
10. The faculty member must include a letter from the Dean of Faculty detailing his or her contributions to meeting the University's curricular needs. See section 10.10 of this Handbook.

Note: The University treats student evaluations as a tool for students to provide their instructors with formative feedback on their teaching throughout the evaluation period. The Dean of Faculty reviews the student evaluations each semester to identify areas where the faculty member might need further support in the area of teaching.

10.7.3 Scholarship and Creative Activities

This section concerns the faculty member's work as an intellectual, including his or her impact as a researcher and public intellectual.

1. The faculty member must include a complete list of all scholarly and creative activities appropriate to his or her discipline conducted during the evaluation period, including:
 - a. Books, monographs, articles, novels, plays, and short stories published or accepted for publication.
 - b. Conference papers and panels.
 - c. Other scholarly activities:
 - Case studies;
 - Dictionaries;
 - Textbooks;
 - Reports;

- Learning guides used in universities or high schools;
- Chairing professional panels;
- Presence in the local and international media;
- Research grants applied for or awarded;
- Book reviews published or accepted for publication;
- Peer reviews of journal articles or conference papers;
- Editing an academic book or journal;
- Evaluating research projects or grant applications;
- Consultations or presentations for private or public organizations;
- Industry research and reports;
- Newspaper articles or interviews;
- Serving as a Ph.D. examiner;
- Serving on the boards of associations, corporations, and non-government organizations;
- Participating in joint projects with other universities or organizations;
- Leading or participating in a national or international research project;
- Leading or participating in a national or international educational project;
- Applications for external funding;
- Publications for think-tanks, research centers, and media outlets, including blogs;
- Service to the academic community; and/or,
- Other scholarly activities appropriate to the faculty member's discipline.

d. Other creative activities:

- Works of art;
- Artistic performances;
- Shows; and/or,
- Other creative activities appropriate to the faculty member's discipline.

2. The faculty member must provide evidence of the status of these works and indicate whether or not these works were reviewed for acceptance.
3. The faculty member should indicate how he or she has included students in his or her research projects.
4. The faculty member must use the self-reflection letter to reflect on how his or her scholarly and creative activities meet the standards of his or her discipline within the context of an undergraduate American liberal arts university.
5. The faculty member should explain the impact of his or her scholarly or creative activities in promoting the mission of the University and/or raising the national or international profile of the University among scholars and/or the public.
6. The faculty member must identify his or her specific contributions to co-authored publications.
7. The faculty member is responsible for including enough examples of his or her scholarly or creative activities to allow the FET to assess whether the faculty member has been meeting his or her Agreements on Faculty Responsibilities.

10.7.4 University Service

This section concerns the ways in which the faculty member supports the effective running of the University and/or the intellectual and artistic life of the campus.

1. The faculty member must include a list of his or her service activities to the faculty, University, and students.
2. The faculty member must use the self-reflection letter to explain his or her service activities including the specific contributions that he or she made to the work and achievements of the committees on which he or she served.
3. The faculty member must include evidence of his or her particular contributions.
4. The faculty member must include a letter from his or her department detailing his or her contributions to the department. See section 10.9 of this Handbook.
5. The faculty member must include a letter from the Dean of Faculty detailing his or her contributions to the University and campus life. See section 10.10 of this Handbook.
6. The faculty member is responsible for including enough examples of his or her service activities to allow the Reviewers to assess whether he or she has been meeting his or her Agreements on Faculty Responsibilities.

10.7.5 Other

The faculty member can include any other material that he or she judges will assist the Reviewers in evaluating his or her effectiveness in teaching, scholarship and creative activities, and university service.

10.8 **Peer Reviews**

- 10.8.1 The faculty member proposes two internal peer reviewers who must be approved by the Provost prior to the review.
- 10.8.2 The peer reviewer should base his or her review on at least one class visit or the viewing of at least one recorded class selected by the faculty member being reviewed, course syllabi, and the course material that the faculty member uses to support student learning. The peer reviewer must note the instructor's in-class performance, the rigor of the course, and the students' response during the class observation.
- 10.8.3 The peer reviewer should base his or her review on a class given by the faculty member during the semester immediately before the faculty member is evaluated. The Provost can permit the peer reviewer to observe a class given by the faculty member during a different semester when that faculty member is on leave at the time the peer review would ordinarily take place.
- 10.8.4 The peer reviewer should submit his or her review to the Provost's Office before the first day of the spring semester. The Provost's Office forwards the letter to the faculty member and includes the letter in the faculty member's dossier. The faculty member has the right to respond to the peer review and include this response in his or her dossier.

10.9 Department Letter

10.9.1 The department shall prepare a letter detailing facts regarding the faculty member's contribution to meeting the department's curricular needs and his or her contribution to the service activities of the department.

10.9.2 The department does not evaluate the faculty member's contribution to meeting the department's curricular needs and his or her contribution to the service activities of the department. The department's letter should only state facts.

10.9.3 The department chair or other senior member of the department drafts the letter. The drafter presents the letter at a department meeting for discussion without the presence of the faculty member under evaluation or distributes the letter to the department members to review. The final version of the letter must be approved by the department by majority vote. The department members sign the letter as confirmation that they approve it.

10.9.4 The department submits the letter to the Provost's Office before the first day of the spring semester. The Provost's Office forwards the letter to the faculty member and includes the letter in the faculty member's dossier. The faculty member has the right to respond to the department letter and include this response in his or her dossier.

10.10 Dean of Faculty Letter

10.10.1 The Dean of Faculty shall prepare a letter detailing facts regarding the faculty member's contribution to meeting the University's curricular needs and his or her contribution to the service activities of the University.

10.10.2 The Dean of Faculty does not evaluate the faculty member's contribution to meeting the University's curricular needs and his or her contribution to the service activities of the University. The Dean of Faculty's letter should only state facts.

10.10.3 The Dean of Faculty can solicit information about the faculty member's service activities from the Dean of Students, the Faculty Assembly Chair, and committee chairs.

10.10.4 The Dean of Faculty submits the letter to the Provost's Office before the first day of the spring semester. The Provost's Office forwards the letter to the faculty member and includes the letter in the faculty member's dossier. The faculty member has the right to respond to the Dean of Faculty's letter and include this response in his or her dossier.

10.11 Review Procedures

10.11.1 Faculty Evaluation Team's Recommendation

10.11.1.1 The FET writes a letter to the Provost evaluating the faculty member in each area of evaluation. The FET copies this letter to the faculty member.

10.11.1.2 Each FET member must read the faculty member's entire dossier so that they make an informed evaluation of the faculty member's performance in each area.

10.11.1.3 The FET completes the evaluation rubrics in Section Eleven ("Faculty Evaluation Standards") of this Handbook for each area of evaluation. The FET's narrative feedback should describe the strengths and areas for improvement (if any) of the faculty member's performance in each area.

10.11.1.4 The FET letter should note whether the FET agreed on the rating by consensus or majority vote. In the case of a majority vote, the FET should note in its letter the count of the vote and the minority opinion.

10.11.1.5 The faculty member has the right to respond to the FET's evaluation. The faculty member submits his or her response to the Office of the Provost. The FET letter and faculty member's response (if any) become part of the faculty member's dossier.

10.11.2 Provost's Recommendation

10.11.2.1 The Provost writes a letter to the President evaluating the faculty member in each area of evaluation. The Provost copies this letter to the faculty member and the FET.

10.11.2.2 The Provost reads the faculty member's entire dossier so that he or she can make an informed evaluation of the faculty member's performance in each area. The Provost also reads the FET's evaluation and the faculty member's response (if any) to the FET.

10.11.2.3 The Provost completes the evaluation rubrics in Section Eleven ("Faculty Evaluation Standards") of this Handbook for each area of evaluation. The Provost's narrative feedback should describe the strengths and areas for improvement (if any) of the faculty member's performance in each area.

10.11.3 President's Decision

10.11.3.1 The President writes a letter to the faculty member reviewing the FET's and Provost's recommendation letters. The President copies this letter to the Provost and FET.

10.11.3.2 The President is not expected to read the faculty member's entire dossier but he or she should have access to the dossier. The President reads the FET's evaluation letter and the faculty member's response (if any) to the FET, and the Provost's evaluation letter and the faculty member's response (if any) to the Provost.

10.11.4 Board of Trustees's Decision

10.11.4.1 The Office of the Provost summarizes the grounds for awarding tenure to those faculty members who the President decides are eligible for tenure. The Provost presents this summary during a closed session of the October meeting of the Board of Trustees.

10.11.4.2 The Board of Trustees retains the sole and final authority to award tenure.

10.11.4.3 The Board of Trustees should only decline to award tenure in exceptional cases. If the Board of Trustees decides against awarding tenure, the faculty member is placed on performance review. The Board of Trustees's decision must specify the metrics by which the Reviewers will establish whether the faculty member has met the terms of his or her performance review when they next evaluate him or her for tenure.

10.11.4.4 A faculty member who does not possess a Ph.D. is awarded conditional tenure. The faculty member's tenure status is conditional on him or her completing his or her Ph.D. within five years of his or her first appointment as a tenure-track faculty member.

10.12 **Performance Review**

10.12.1 The President can place a faculty member being evaluated for tenure on performance review when the FET, Provost, and/or President finds that the faculty member does not meet the University's minimal performance expectations.

- 10.12.2 The President's decision to place a faculty member on performance review is final.
- 10.12.3 The President determines the length of performance review based on the time he or she judges reasonable for the faculty member to address the area(s) of concern. Ordinarily, the President places a faculty member on performance review for one year from the semester of evaluation when the area of concern is teaching or university service and two years from the semester of evaluation when the area of concern is scholarship or creative activities.
- 10.12.4 The President's performance review letter must specify the standards by which the Reviewers will establish whether the faculty member has met the terms of his or her performance review when they next review him or her for tenure.
- 10.12.5 The Provost asks the Dean of Faculty to work with the faculty member to develop a Performance Improvement Plan that will help the faculty member to address the area(s) of concern.
- 10.12.6 The FET, Provost, and President evaluate the faculty member's performance in each area at the end of the performance review period following the same procedures in this section of the Handbook.
- 10.12.7 The faculty member must include the following information in his or her dossier when next evaluated in addition to the regular dossier materials:
- The FET's, Provost's, and President's evaluation letters from the faculty member's previous evaluation.
 - The Performance Improvement Plan developed by the Dean of Faculty and the faculty member.
 - A letter from the Dean of Faculty describing his or her observations of the faculty member's progress towards addressing the area(s) of concern.
- 10.12.8 The FET must recommend to the Provost that he or she (a) removes the faculty member from performance review and grant him or her tenure because the faculty member now meets the University's minimal performance expectations, (b) extends the performance review period because the FET judges that the faculty member has made substantial progress toward addressing the area(s) of concern, or (c) terminates the faculty member's employment contract.
- 10.12.9 The Provost must recommend to the President that he or she (a) removes the faculty member from performance review and grants him or her tenure because the faculty member now meets the University's minimal performance expectations, (b) extends the performance review period because the Provost judges that the faculty member has made substantial progress toward addressing the area(s) of concern, or (c) terminates the faculty member's employment contract.
- 10.12.10 The President can decide to accept the FET's and/or Provost's recommendations or select one of the other options. In the case of termination, the President is terminating the faculty member's employment contract on the grounds that the faculty member has received a negative evaluation in two consecutive assessments.
- 10.12.11 The President's decision to extend the faculty member's performance review period or terminate the faculty member's employment contract is final.

10.12.12 The President makes a recommendation to the Board of Trustees to grant the faculty member tenure following the procedures in section 10.11.3 and 10.11.4 of this Handbook.

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Section Eleven

Faculty Evaluation Standards

11.1 Purpose

This section establishes the standards by which the Faculty Evaluation Team (FET) and Department Evaluation Team (DET) evaluate faculty members.

11.2 Ratings

11.2.1 *Needs Improvement:* The faculty member fails to demonstrate that he or she is fulfilling his or her basic responsibilities in the area of evaluation.

11.2.2 *Meets Basic Responsibilities:* The faculty member demonstrates that he or she is fulfilling his or her basic responsibilities in the area of evaluation. Section Six ("Basic Responsibilities of Faculty") of this Handbook defines the basic responsibilities of faculty members.

11.2.3 *Good:* The faculty member demonstrates that he or she is effective in the area of evaluation.

11.2.4 *Very Good:* The faculty member demonstrates that he or she exceeds the University's performance expectations in the area of evaluation.

11.2.5 *Exceptional:* The faculty member demonstrates that he or she has performed exceptionally in the area of evaluation.

11.3 Ratings for the Agreement on Faculty Responsibilities

11.3.1 *Needs Improvement:* The faculty member consistently fails to fulfill his or her Agreements on Faculty Responsibilities.

11.3.2 *Meets Basic Responsibilities:* The faculty member fulfills most of his or her Agreements on Faculty Responsibilities.

11.3.3 *Good:* The faculty member fulfills all of his or her Agreements on Faculty Responsibilities.

11.3.4 *Very Good:* The faculty member consistently exceeds his or her Agreements on Faculty Responsibilities.

11.3.5 *Exceptional:* The faculty member goes significantly beyond his or her Agreements on Faculty Responsibilities.

11.4 Evaluation Rubrics

11.4.1 The FET/DET rates a faculty member against each of the questions in the rubrics below according to the scales in section 11.2 and 11.3.

11.4.2 The FET/DET can decline to rate a faculty member on a question when it judges that question not applicable to that faculty member's work. In that case, the FET/DET must explain why this question is not applicable.

- 11.4.3 The FET's/DET's overall rating of the faculty member in each area should be based on how the FET/DET rates the faculty member on the questions in each rubric.
- 11.4.4 The FET may consider whether a faculty member has a good reason for not fulfilling his or her Agreement on Faculty Responsibilities.
- 11.4.5 Teaching

Question	Rating (N/A, Needs Improvement, Meets Basic Responsibilities, Good, Very Good, Exceptional)	Formative Feedback
<p>Do the faculty member's course syllabi, sample course materials, and sample graded student work align with the academic rigor appropriate to a course at this level?</p> <p><i>Note: Section 11.5 defines the academic rigor appropriate to each course level.</i></p>		
<p>Do the faculty member's course syllabi, sample course materials, and sample graded student work align with the current standards of his or her discipline?</p>		
<p>Do the faculty member's assessment materials and grading criteria allow him or her to accurately evaluate students and distinguish between students' performance levels?</p> <p><i>Note: The FET/DET should focus on how the faculty member grades students, not on the grade distribution.</i></p>		

Question	Rating (N/A, Needs Improvement, Meets Basic Responsibilities, Good, Very Good, Exceptional)	Formative Feedback
Does the faculty member's course syllabi, sample course materials, and sample graded student work indicate that he or she is committed to promoting students' active learning?		
Does the faculty member provide students with feedback throughout the course to help them develop academically and to improve their performance?		
Did the faculty member fulfill his or her Agreements on Faculty Responsibilities in the area of teaching?		
Overall Rating		

11.4.6 Scholarship and Creative Activities

Question	Rating (N/A, Needs Improvement, Meets Basic Responsibilities, Good, Very Good, Exceptional)	Formative Feedback
Did the faculty member fulfill his or her Agreements on Faculty Responsibilities in the area of scholarship and creative activities?		

11.4.7 University Service

Question	Rating (N/A, Needs Improvement, Meets Basic Responsibilities, Good, Very Good, Exceptional)	Formative Feedback
Did the faculty member fulfill his or her Agreements on Faculty Responsibilities in the area of university service?		

11.5 **Academic Rigor**

The University has adopted the following guidelines for establishing the academic rigor of courses at the 100-, 200-, 300-, and 400-levels.

11.5.1 100-level Courses

Course Focus

- The course may build basic skills of writing, editing, citing of sources, quantitative analysis, or statistical inference that will be required in higher-level courses.
- The course introduces terms, techniques, findings, and conceptual models of the discipline, often consisting of a survey of topics and findings of the discipline.
- The focus of assessment – whether through homework, quizzes, exams, or assignments – in response to specific instructor-directed assignments whose purpose is to demonstrate that the student has learned the terms, techniques, findings, etc. of the discipline.

Student Preparation/Expectations

- The course assumes no previous exposure to the subject matter.
- The course assumes students have basic skills to access information related to coursework through library resources, assigned texts, instructor-assigned readings, etc.
- The course may require knowledge of grammar and vocabulary sufficient to compose a paper in response to specific assignments by the instructor.
- The course may require basic computational or mathematical skills sufficient to recognize or demonstrate relationships between entities, amounts, or forces.
- The course may require the student to understand fundamental cause-and-effect relationships between factors or elements of the discipline.

11.5.2 200-level Courses

Course Focus

- The course features the continued introduction of terms and concepts of the discipline, although often in a more precisely-defined topic.
- The course features a greater emphasis on understanding connections between terms and concepts than a 100-level course.
- Students develop the ability to integrate terms and concepts from the course, introductory courses in the discipline, and/or analytical skills or communication skills from other introductory courses.
- Students develop written and oral communication skills appropriate to the discipline.

Student Preparation/Expectations

- Students recognize and develop abilities to provide responses or create connections between concepts related to topics not specifically discussed previously in the course.
- Instructors may assume students have some familiarity with the basic terms and concepts within the discipline.
- Students should have the ability to retrieve basic information about terms and concepts related to the discipline not explicitly defined during the course.

11.5.3 300-level Courses

Course Focus

- The course develops and uses specialized terms, concepts, and approaches specific to the discipline. The course is designed for a subset of students with shared levels of preparation, interest, and goals.
- The course includes assessment and evaluation tools such as writing assignments, projects, performances, etc. that require thoughtful selection of library or outside resources to create convergent products, with minimal direction by the instructor and with minimal reliance on the material presented directly within the course.
- The course requires students to apply basic techniques and approaches of the discipline not for their own sake, but as instruments towards a discipline-related learning goal.
- Students develop the ability to recognize the relative values of different approaches within the discipline and to understand the potential biases, limitations, or intentions within the discipline.

Student Preparation/Expectations

- Students independently create products, undertake projects, carry out assignments with minimal direction from the instructor – perhaps in collaboration with student colleagues.

- Students independently recognize and commit to time requirements for completion of divergent tasks (short-term and long-term writing assignments, multiple-stage projects, etc.).
- Students can recognize opportunities and needs to seek assistance and input at a variety of levels in carrying out complex course-related tasks.

11.5.4 400-level Courses

Course Focus

- The course develops and analyzes the most current specialized terms, concepts, and approaches that are reshaping the discipline.
- The focus of the course includes analysis and assessment of divergent responses to developments within the discipline.
- The course requires students to apply basic techniques and approaches of the discipline that are potentially novel to the discipline or represent the most current approaches to the current issues of the discipline.

Student Preparation/Expectations

- Students are willing to commit time and energy to create products, undertake projects, and carry out assignments with which the instructor has limited direct experience or whose outcome may be unpredictable.
- Students are willing to recognize and accept guidance and criticism in the form of constructive feedback from the instructor and student colleagues.
- Students independently recognize or identify the technique or approach most appropriate for solving a particular problem or developing a specific product.

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Section Twelve

Internal Promotion

12.1 Pathways to Promotion

- 12.1.1 All faculty hold an internal academic rank and a Bulgarian academic rank. These academic ranks do not necessarily coincide. A faculty member who is promoted internally must also undergo Bulgarian habilitation to have his or her new rank as associate or full professor recognized under the Bulgarian academic system. A faculty member who is promoted under the Bulgarian habilitation system will be promoted internally to the equivalent rank without the need to apply for internal promotion. The University's Bulgarian habilitation procedures are published in *How To Do Everything*.
- 12.1.2 An adjunct or visiting faculty member who is also a faculty member at another institution will be promoted to a higher rank internally if he or she is promoted to the equivalent of that rank at his or her home institution.
- 12.1.3 An instructor will be promoted to the rank of Assistant Professor internally on being awarded a Ph.D., terminal degree, or completing an equivalent professional qualification, without that faculty member needing to apply for internal promotion.

12.2 Eligibility for Promotion

- 12.2.1 *For promotion to Assistant Professor from Instructor:* The faculty member must have a Ph.D., terminal degree, professional qualification appropriate to the discipline, or equivalent professional experience. Adjunct faculty must have taught at least four course sections and served at least two years as an Instructor at AUBG and/or another accredited institution.
- 12.2.2 *For promotion to Associate Professor from Assistant:* The faculty member must have a Ph.D., terminal degree, professional qualification appropriate to the discipline, or equivalent professional experience; and, five years as Assistant Professor or the equivalent rank at AUBG and/or another accredited institution. Adjunct faculty must have taught at least 16 course sections and served at least five years as Assistant Professor or an equivalent rank at AUBG and/or another accredited institution.
- 12.2.3 *For promotion to Professor from Associate:* The faculty member must have a Ph.D., terminal degree, professional qualification appropriate to the discipline, or equivalent professional experience; and, six years as Associate Professor or an equivalent rank at AUBG and/or another accredited institution. Adjunct faculty members must have taught at least 16 course sections and served at least six years as Associate Professor or an equivalent rank at AUBG and/or another accredited institution.
- 12.2.4 Full-time faculty members must be tenured or have been evaluated as good or higher in the areas of teaching, scholarship and creative activities, and university service at their mid-tenure review to be eligible for promotion. Adjunct faculty must have been evaluated as good or higher in the area of teaching without qualification at their most recent evaluation to be eligible for promotion.
- 12.2.5 A tenure-track faculty member who meets all of the other eligibility requirements for promotion can apply for promotion at the time of his or her mid-tenure review. The faculty member will need to be evaluated as good or higher in the areas of teaching, scholarship and creative activities, and university service at his or her mid-tenure review to be eligible for promotion.

12.2.6 Visiting faculty and faculty on one- or two-year contracts are not eligible for internal promotion. When such a faculty member transitions to a full-time position, his or her time as a faculty member at AUBG counts towards his or her eligibility for promotion.

12.3 Performance Expectations

12.3.1 The Faculty Evaluation Team (FET), Provost, and President evaluate faculty for promotion. (The FET, Provost, and President are “the Reviewers” for the purposes of this section.)

12.3.2 The Reviewers evaluate the extent to which the faculty member’s performance in the area of scholarship and creative activities (a) meets the expectations of a professor of the new rank in that faculty member’s discipline at an American liberal arts institution, and/or (b) promotes the University’s mission.

12.3.3 The Reviewers evaluate faculty for promotion based on the following ratings:

12.3.3.1 *Rejected:* The faculty member’s work in the area of scholarship and creative activities does not meet the expectations of a professor of the new rank in that faculty member’s discipline at an American liberal arts institution.

12.3.3.2 *Approved:* The faculty member’s work in the area of scholarship and creative activities meets the expectations of a professor of the new rank in that faculty member’s discipline at an American liberal arts institution.

12.3.4 A faculty member is eligible for promotion when the Reviewers approve his or her performance in the area of scholarship and creative activities.

12.4 Evaluation

12.4.1 The FET evaluates faculty for promotion based on their performance in the area of scholarship and/or creative activities.

12.4.2 The FET considers promotions at the same time as it evaluates tenure-track faculty. The procedures for the selection of the FET and the timetable for evaluation follows the same procedures for the evaluation of tenure-track faculty in Section Nine (“Mid-Tenure Review of Tenure-Track Faculty”) of this Handbook except that faculty applying for promotion are only evaluated in the area of scholarship and creative activities.

12.5 Evidence for Evaluation

12.5.1 Faculty applying for promotion must submit an electronic promotion dossier to the Office of the Provost. The deadline to submit a promotion dossier is the last day of the second week of the spring semester. Faculty who fail to submit a full dossier by the deadline will be evaluated for promotion on what is available. Dossiers submitted after the deadline will not be accepted or considered.

12.5.2 Faculty are responsible for submitting a complete dossier with a signed checklist. In submitting his or her dossier, a faculty member shows his or her agreement that this is the material upon which he or she wishes to be evaluated for promotion.

12.5.3 A faculty member can seek the help of the Office of the Provost in compiling the contents of his or her dossier providing that he or she does so well in advance of the deadline for submission. However, the faculty member is solely responsible for ensuring that he or she submits all materials before the deadline.

12.5.4 The FET bases its evaluation and its recommendation to the Provost upon the contents of this dossier. The FET may contact the faculty member up for promotion if it has any questions that need clarification but it has no obligation to do so. The FET must conduct its communication with the faculty member being evaluated through the Office of the Provost.

12.6 The Promotion Dossier

12.6.1 The faculty member must include a self-reflection letter explaining his or her scholarly and/or creative work.

12.6.2 The faculty member must include an up-to-date curriculum vitae that includes a cumulative list of academic and personal accomplishments.

12.6.3 The faculty member must include a complete list of all scholarly and creative activities appropriate to his or her discipline conducted during the review period, including:

- a. Books, monographs, articles, novels, plays, and short stories published or accepted for publication.
- b. Conference papers and panels.
- c. Other scholarly activities:
 - Case studies;
 - Dictionaries;
 - Textbooks;
 - Reports;
 - Learning guides used in universities or high schools;
 - Chairing professional panels;
 - Presence in the local and international media;
 - Research grants applied for or awarded;
 - Book reviews published or accepted for publication;
 - Peer reviews of journal articles or conference papers;
 - Editing an academic journal;
 - Evaluating research projects or grant applications;
 - Consultations or presentations for private or public organizations;
 - Industry research and reports;
 - Newspaper articles or interviews;
 - Serving as a Ph.D. examiner;
 - Serving on the boards of associations, corporations, and non-government organizations;
 - Participating in joint projects with other universities or organizations;
 - Leading or participating in a national or international research project;
 - Leading or participating in a national or international educational project;
 - Applications for external funding;
 - Publications for think-tanks, research centers, and media outlets, including blogs;
 - Service to the academic community; and/or,
 - Other scholarly activities appropriate to the faculty member's discipline.

d. Other creative activities:

- Works of art;
- Artistic performances;
- Shows; and/or,
- Other creative activities appropriate to the faculty member's discipline.

12.6.4 The faculty member must provide evidence of the status of these works and indicate whether or not these works were reviewed for acceptance.

12.6.5 The faculty member must explain the impact of his or her scholarship and/or creative activities.

12.6.6 The faculty member must use the self-reflection letter to explain how his or her performance in the area of scholarship and creative activities meet the expectations of a professor of the new rank in that faculty member's discipline at an American liberal arts institution.

12.6.7 The faculty member must identify his or her specific contributions to co-authored publications.

12.6.8 The faculty member must include external peer review letters except when applying for promotion to an Assistant Professor. See section 12.7 for the requirements of these letters.

12.6.9 The faculty member can include any other material that he or she judges will assist the FET in making an objective evaluation of his or her effectiveness in scholarship and/or creative activities.

12.7 External Peer Review Letters

12.7.1 *For promotion to Associate Professor:* A faculty member seeking promotion to Associate Professor should submit the names of three outside reviewers regarding his or her scholarship and creative activities. The faculty member should submit the names in writing to the Office of the Provost no later than 30 September in order to allow sufficient time for the Provost's Office to request the external letters of evaluation. The Provost's Office will send a current CV and samples of work to the three persons on the list. The reviewers should send the letters directly to the Provost's Office. The Provost's Office includes the letters in the faculty member's promotion dossier.

12.7.2 *For promotion to Professor:* A faculty member seeking promotion to Professor should submit the names of five outside reviewers regarding his or her scholarship and creative activities. The faculty member should submit the names in writing to the Office of the Provost no later than 30 September in order to allow sufficient time for the Provost's Office to request the external letters of evaluation. The Provost's Office will send a current CV and samples of work to three of the persons on the list. The reviewers should send the letters directly to the Provost's Office. The Provost's Office includes the letters in the faculty member's promotion dossier.

12.8 Promotion Procedures

12.8.1 Faculty Evaluation Team's Recommendation

12.8.1.1 The FET writes a letter to the Provost evaluating the faculty member in the area of scholarship and creative activities. The FET copies this letter to the faculty member.

- 12.8.1.2 Each FET member must read the faculty member's entire dossier so that they make an informed evaluation of the faculty member's performance in the area of scholarship and creative activities.
- 12.8.1.3 The FET's evaluation should describe the strengths and areas for improvement (if any) of the faculty member's performance in the area of scholarship and creative activities.
- 12.8.1.4 The FET letter should note whether the FET agreed on the rating by consensus or majority vote. In the case of a majority vote, the FET should note in its letter the count of the vote and the minority opinion.
- 12.8.1.5 The faculty member has the right to respond to the FET's evaluation. The faculty member submits his or her response to the Office of the Provost. The FET letter and faculty member's response (if any) become part of his or her dossier.
- 12.8.2 Provost's Recommendation
 - 12.8.2.1 The Provost writes a letter to the President evaluating the faculty member in the area of scholarship and creative activities. The Provost copies this letter to the faculty member and FET.
 - 12.8.2.2 The Provost reads the faculty member's entire dossier so that he or she can make an informed evaluation of the faculty member's performance in the area of scholarship and creative activities. The Provost also reads the FET's evaluation and the faculty member's response (if any) to the FET.
 - 12.8.2.3 The Provost's evaluation should describe the strengths and areas for improvement (if any) of the faculty member's performance in the area of scholarship and creative activities.
- 12.8.3 President's Decision
 - 12.8.3.1 The President writes a letter to the faculty member reviewing the FET's and Provost's recommendation letters. The President copies this letter to the Provost and FET.
 - 12.8.3.2 The President is not expected to read the faculty member's entire dossier but he or she should have access to the dossier. The President reads the FET's evaluation letter and the faculty member's response (if any) to the FET, and the Provost's evaluation letter and the faculty member's response (if any) to the Provost.
- 12.8.4 Board of Trustees's Decision
 - 12.8.4.1 The Office of the Provost summarizes the grounds for awarding promotion to those faculty members who the President decides are eligible for promotion. The Provost presents this summary during a closed session of the October meeting of the Board of Trustees.
 - 12.8.4.2 The Board of Trustees retains the sole and final authority to award promotion to associate and full professor. The Board of Trustees should only decline to award promotion when the Board has grounds to think that the FET, Provost, and/or President did not follow the procedures in this Handbook.

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Section Thirteen

Performance Review of Non-Tenured Faculty

13.1 Purpose

The University needs to ensure that performance issues with non-tenured faculty are dealt with in a timely manner. This section establishes the conditions and procedures for initiating a performance assessment of a non-tenured faculty member in terms of art. 58, para. 1, item 6 of the Bulgarian Higher Education Act.

13.2 Scope

This section applies to all non-tenured faculty including tenure-track faculty, temporary full-time faculty, Balkan Scholars, and adjunct faculty in the undergraduate and graduate programs.

13.3 Triggering a Performance Review

13.3.1 *Basic Responsibilities of Faculty.* The Dean of Faculty can recommend to the Dean's Council that a faculty member's performance be reviewed in the area of teaching, scholarship and creative activities, and/or university service on the grounds that the faculty member has not been fulfilling his or her basic responsibilities.

13.3.2 *Professional Misconduct.* The Dean of Faculty can recommend to the Dean's Council that a faculty member's performance be reviewed in the areas of teaching, scholarship and creative activities, and/or university service when the Dean of Faculty judges that the faculty member has engaged in professional misconduct.

13.3.3 *Student Evaluations.* The Dean of Faculty can recommend to the Dean's Council that a faculty member's performance in the area of teaching be reviewed when that faculty member's students rate him or her a median of two or lower on half or more metrics across all courses for two semesters in a row.

13.4 Performance Review Procedures

13.4.1 Dean's Council's Recommendation

13.4.1.1 The Dean of Faculty notifies the faculty member in writing that he or she is referring the faculty member to the Dean's Council for a performance review under section 13.3 of this Handbook. The Dean of Faculty must explain his or her grounds for requesting a performance review.

13.4.1.2 The faculty member has five calendar days in which to submit a written response to the Office of the Dean of Faculty.

13.4.1.3 The Dean of Faculty convenes a special meeting of the Dean's Council consisting of the department chairs and the Chair of the Faculty Assembly.

13.4.1.4 A member of the Dean's Council must recuse him- or herself from the meeting when he or she is the faculty member under performance review. The Dean's Council does not appoint a substitute member.

- 13.4.1.5 The Dean's Council reviews the Dean of Faculty's notification and the faculty member's written response (if any). The Dean's Council can decide to:
- a. Reject the need for a performance review;
 - b. Hold a hearing with the faculty member before making a decision; or,
 - c. Recommend to the Provost that the faculty member be placed on performance review and that the Dean of Faculty work with the faculty member to develop a Performance Improvement Plan.
- 13.4.1.6 The Dean's Council can request further information from the Dean of Faculty, the faculty member, or other relevant party to the case. The Dean's Council must conduct their communication about the case through the Office of the Dean of Faculty.
- 13.4.1.7 The Dean's Council must recommend the length of the performance review based on the time the members judge reasonable for the faculty member to address the area(s) of concern.
- 13.4.1.8 The Dean of Faculty chairs the meeting of the Dean's Council but does not vote except in the case of a tie.
- 13.4.1.9 The Dean's Council decides by a majority vote. Voting must be done by a secret ballot.
- 13.4.2 The Provost's Decision
- 13.4.2.1 The Provost can decide to accept or reject the Dean's Council's recommendation to place the faculty member on performance review. The Provost should base his or her decision on whether a preponderance of the evidence supports the Dean's Council's recommendation.
- 13.4.2.2 If the Provost accepts the Dean's Council's recommendation to place the faculty member on performance review, that evaluation by the Dean's Council constitutes a first negative performance assessment under art. 58, para. 1, item 6 of the Bulgarian Higher Education Act.
- 13.4.2.3 The Provost must inform the faculty member of his or her decision in writing within five calendar days of receiving the Dean's Council's recommendation.
- 13.4.2.4 The Provost's performance review letter must specify the length of the performance review and the standards by which the Dean's Council will establish whether the faculty member has met the terms of his or her performance review at the conclusion of the performance review period.
- 13.4.2.5 The Provost asks the Dean of Faculty to work with the faculty member to develop a Performance Improvement Plan that will help the faculty member to address the area(s) of concern.
- 13.4.2.6 The Provost's decision to accept or reject the Dean's Council's recommendation is final.

13.5 End of Performance Review

13.5.1 Dean's Council's Recommendation

- 13.5.1.1 At the end of the faculty member's performance review period, the Dean of Faculty submits a written report to the Dean's Council explaining whether the faculty member has met the terms of his or her performance review.
- 13.5.1.2 The Dean of Faculty sends the report to the faculty member on performance review. The faculty member has five calendar days to submit to the Office of the Dean of Faculty a written response to this report.
- 13.5.1.3 The Dean of Faculty convenes a special meeting of the Dean's Council at the end of the performance review period consisting of the department chairs and the Chair of the Faculty Assembly.
- 13.5.1.4 A member of the Dean's Council must recuse him- or herself from the meeting when he or she is the faculty member on performance review. The Dean's Council does not appoint a substitute member.
- 13.5.1.5 The Dean's Council reviews the Dean of Faculty's report and the faculty member's written response (if any). The Dean's Council can decide to:
- a. Remove the faculty member from performance review;
 - b. Hold a hearing with the faculty member before making a decision;
 - c. Recommend to the Provost that the faculty member stay on performance review; or,
 - d. Recommend to the Provost that the faculty member's employment contract be terminated.
- 13.5.1.6 The Dean's Council can request further information from the Dean of Faculty, the faculty member, or other relevant party to the case. The Dean's Council must conduct their communication about the case through the Office of the Dean of Faculty.
- 13.5.1.7 The Dean's Council must recommend the length of the extended performance review period based on the time the members judge reasonable for the faculty member to address the area(s) of concern.
- 13.5.1.8 The Dean of Faculty chairs the meeting of the Dean's Council but does not vote except in the case of a tie.
- 13.5.1.9 The Dean's Council decides by a majority vote. Voting must be done by a secret ballot.

13.5.2 The Provost's Decision

(When the Dean's Council recommends that the faculty member stay on performance review.)

- 13.5.2.1 The Provost can accept or reject the Dean's Council's recommendation.
- 13.5.2.2 The Provost must inform the faculty member of his or her decision in writing within five calendar days of receiving the Dean's Council's recommendation.

- 13.5.2.3 The Provost's performance review letter must specify the length of performance review and the standard by which the Dean's Council will establish whether the faculty member has met the terms of his or her performance review at the conclusion of the performance review period.
- 13.5.2.4 The Provost asks the Dean of Faculty to work with the faculty member to develop a new Performance Improvement Plan that will help the faculty member to address the area(s) of concern.
- 13.5.2.5 The Provost's decision to accept or reject the Dean's Council's recommendation is final.
- 13.5.2.6 If the Provost rejects the Dean's Council's recommendation, the faculty member is removed from performance review.

13.5.3 The Provost's Recommendation

(When the Dean's Council recommends that the faculty member's employment contract be terminated.)

- 13.5.3.1 The Provost can decide to reject the Dean's Council's recommendation or to recommend to the President that the faculty member's employment contract be terminated on the grounds that the faculty member has received two negative performance assessments.
- 13.5.3.2 If the Provost accepts the Dean's Council's recommendation to terminate the faculty member's employment contract, the evaluation by the Dean's Council constitutes a second negative performance assessment under art. 58, para. 1, item 6 of the Bulgarian Higher Education Act.
- 13.5.3.3 The Provost must inform the faculty member of his or her decision in writing within five calendar days of receiving the Dean's Council's recommendation.
- 13.5.3.4 The faculty member has five calendar days to submit a written response to the Office of the Provost.

13.5.4 The President's Decision

(When the Provost recommends that the faculty member's employment contract be terminated.)

- 13.5.4.1 The President reads the Dean's Council's recommendation, the Provost's recommendation, and the faculty member's response (if any) and can decide to accept or reject the Provost's recommendation to terminate the faculty member's employment contract.
- 13.5.4.2 The President must inform the faculty member of his or her decision in writing within five calendar days of receiving the Provost's recommendation.
- 13.5.4.3 The President's decision to accept or reject the Provost's recommendation is final.

13.6 **Disciplinary Violations**

Nothing in this section should be interpreted to limit the University's right to take action against a faculty member for disciplinary violations under the Bulgarian Labor Code or art. 58a of the Bulgarian Higher Education Act.

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Section Fourteen

Performance Review of Tenured Faculty

14.1 Purpose

The University needs to ensure that performance issues with tenured faculty are dealt with in a timely manner. This section establishes the conditions and procedures for initiating a performance assessment of a tenured faculty member in terms of art. 58, para. 1, item 6 of the Bulgarian Higher Education Act.

14.2 Scope

This section applies to tenured faculty.

14.3 Triggering a Performance Review

14.3.1 *Basic Responsibilities of Faculty.* The Dean of Faculty can recommend to the Dean's Council that a faculty member's performance be reviewed in the area of teaching, scholarship and creative activities, and/or university service on the grounds that the faculty member has not been fulfilling his or her basic responsibilities.

14.3.2 *Professional Misconduct.* The Dean of Faculty can recommend to the Dean's Council that a faculty member's performance be reviewed in the areas of teaching, scholarship and creative activities, and/or university service when the Dean of Faculty judges that the faculty member has engaged in professional misconduct.

14.3.3 *Student Evaluations.* The Dean of Faculty can recommend to the Dean's Council that a faculty member's performance in the area of teaching needs to be reviewed when his or her students rate him or her a median of two or lower on half or more metrics across all courses for two semesters in a row.

14.4 Performance Review Procedures

14.4.1 Dean's Council's Recommendation

14.4.1.1 The Dean of Faculty notifies the faculty member in writing that he or she is referring the faculty member to the Dean's Council for a performance review under section 14.3 of this Handbook. The Dean of Faculty must explain his or her grounds for requesting a performance review.

14.4.1.2 The faculty member has five calendar days in which to submit a written response to the Office of the Dean of Faculty.

14.4.1.3 The Dean of Faculty convenes a special meeting of the Dean's Council consisting of the department chairs and the Chair of the Faculty Assembly.

14.4.1.4 A member of the Dean's Council must recuse him- or herself from the meeting when he or she is the faculty member under performance review. The Dean's Council does not appoint a substitute member.

- 14.4.1.5 The Dean's Council reviews the Dean of Faculty's notification and the faculty member's written response (if any). The Dean's Council can decide to:
- a. Reject the need for a performance review;
 - b. Hold a hearing with the faculty member before making a decision; or,
 - c. Recommend to the Provost that the faculty member be placed on performance review and that the Dean of Faculty work with the faculty member to develop a Performance Improvement Plan.
- 14.4.1.6 The Dean's Council can request further information from the Dean of Faculty, the faculty member, or other relevant party to the case. The Dean's Council must conduct their communication about the case through the Office of the Dean of Faculty.
- 14.4.1.7 The Dean's Council must recommend the length of the performance review based on the time the members judge reasonable for the faculty member to address the area(s) of concern.
- 14.4.1.8 The Dean of Faculty chairs the meeting of the Dean's Council but does not vote except in the case of a tie.
- 14.4.1.9 The Dean's Council decides how to proceed by a majority vote. Voting must be done by a secret ballot.
- 14.4.2 The Provost's Decision
- 14.4.2.1 The Provost can decide to accept or reject the Dean's Council's recommendation to place the faculty member on performance review. The Provost should base his or her decision on whether a preponderance of the evidence supports the Dean's Council's recommendation.
- 13.4.2.2 If the Provost accepts the Dean's Council's recommendation to place the faculty member on performance review, the evaluation by the Dean's Council constitutes a first negative performance assessment under art. 58, para. 1, item 6 of the Bulgarian Higher Education Act.
- 14.4.2.3 The Provost must inform the faculty member of his or her decision in writing within five calendar days of receiving the Dean's Council's recommendation.
- 14.4.2.4 The Provost's performance review letter must specify the length of performance review and the standards by which the Dean's Council will establish whether the faculty member has met the terms of his or her performance review at the conclusion of the performance review period.
- 14.4.2.5 The Provost asks the Dean of Faculty to work with the faculty member to develop a Performance Improvement Plan that will help the faculty member to address the area(s) of concern.
- 14.4.2.6 The Provost's decision to accept or reject the Dean's Council's recommendation is final.

14.5 End of Performance Review

14.5.1 Dean's Council's Recommendation

14.5.1.1 At the end of the faculty member's performance review period, the Dean of Faculty submits a written report to the Dean's Council explaining whether the faculty member has met the terms of his or her performance review.

14.5.1.2 The Dean of Faculty sends the report to the faculty member on performance review. The faculty member has five calendar days to submit to the Office of the Dean of Faculty a written response to this report.

14.5.1.3 The Dean of Faculty convenes a special meeting of the Dean's Council at the end of the performance review period consisting of the department chairs and the Chair of the Faculty Assembly.

14.5.1.4 A member of the Dean's Council must recuse him- or herself from the meeting when he or she is the faculty member on performance review. The Dean's Council does not appoint a substitute member.

14.5.1.5 The Dean's Council reviews the Dean of Faculty's report and the faculty member's written response (if any). The Dean's Council can decide to:

- a. Remove the faculty member from performance review;
- b. Hold a hearing with the faculty member before making a decision;
- c. Recommend to the Provost that the faculty member stay on performance review; or,
- d. Recommend to the Provost that he or she ask the Faculty Assembly to form an ad hoc Faculty Performance Team (FPT) to review the faculty member's performance.

14.5.1.6 The Dean's Council can request further information from the Dean of Faculty, the faculty member, or other relevant party to the case. The Dean's Council must conduct their communication about the case through the Office of the Dean of Faculty.

14.5.1.7 The Dean's Council must recommend the length of the performance review based on the time the members judge reasonable for the faculty member to address the area(s) of concern.

14.5.1.8 The Dean of Faculty chairs the meeting of the Dean's Council but does not vote except in the case of a tie.

14.5.1.9 The Dean's Council decides how to proceed by a majority vote. Voting must be done by a secret ballot.

14.5.2 The Provost's Decision

(When the Dean's Council recommends that the faculty member stay on performance review.)

14.5.2.1 The Provost reviews the Dean's Council's recommendation and can decide to accept or reject the Dean's Council's recommendation.

- 14.5.2.2 The Provost must inform the faculty member of his or her decision in writing within five calendar days of receiving the Dean's Council's recommendation.
- 14.5.2.3 The Provost's performance review letter must specify the length of the performance review and the standard by which the Dean's Council will establish whether the faculty member has met the terms of his or her performance review at the conclusion of the performance review period.
- 14.5.2.4 The Provost asks the Dean of Faculty to work with the faculty member to develop a new Performance Improvement Plan that will help the faculty member to address the area(s) of concern.
- 14.5.2.5 The Provost's decision to accept or reject the Dean's Council's recommendation is final.
- 14.5.2.6 If the Provost rejects the Dean's Council's recommendation, the faculty member is removed from performance review.

14.5.3 The Provost's Decision

(When the Dean's Council recommends that the faculty member undergo performance review by a Faculty Performance Team.)

- 14.5.3.1 The Provost reviews the Dean's Council's recommendation and can decide to reject the Dean's Council's recommendation or ask the Faculty Assembly to form an ad hoc FPT to review the faculty member.
- 14.5.3.2 If the Provost accepts the Dean's Council's recommendation that the faculty member undergo performance review by a FPT, the evaluation by the Dean's Council constitutes a second negative performance assessment under art. 58, para. 1, item 6 of the Bulgarian Higher Education Act.
- 14.5.3.3 The Provost must inform the faculty member of his or her decision in writing within five calendar days of receiving the Dean's Council's recommendation.

14.6 **Faculty Performance Team**

- 14.6.1 The Faculty Performance Team (FPT) consists of five faculty members.
- 14.6.2 The Faculty Assembly shall elect the first three faculty members from among the tenured faculty who are of the same rank or higher as the faculty member to be evaluated.
- 14.6.3 The Chair of the Faculty Assembly recommends to the Provost two further faculty members who hold the position of associate professor or higher at another university. When the Chair of the Faculty Assembly is under performance review, the Secretary of the Faculty Assembly makes the recommendation. The Provost's decision is final.
- 14.6.4 The FPT meets at its earliest convenience.
- 14.6.5 The scope of the FPT's performance review is limited to the faculty member's performance in the area of concern.

- 14.6.6 The Office of the Provost prepares an evaluation dossier consisting of the following:
- a. The Dean of Faculty's original complaint to the Dean's Council.
 - b. The faculty member's written response to the original complaint (if any).
 - c. The Dean's Council's recommendation to the Provost to place the faculty member on performance review.
 - d. The Provost's letter to the faculty member placing him or her on performance review.
 - e. The Performance Improvement Plan developed by the Dean of Faculty and the faculty member.
 - f. The Dean of Faculty's written report to the Dean's Council explaining whether the faculty member has met the terms of his or her performance review.
 - g. The faculty member's written response to the Dean of Faculty's report (if any).
 - h. The Dean's Council's recommendation to the Provost at the end of the performance review period.
 - i. The Provost's letter to the faculty member placing him or her under performance review by an ad hoc FPT.
 - j. In cases where a faculty member has his or her performance review extended, all the written decisions from each performance review are included in the dossier.
- 14.6.7 The faculty member has the right to have a self-evaluation letter included in the dossier.
- 14.6.8 The FPT makes one of the following decisions:
- a. The FPT finds that the faculty member has met the terms of his or her performance review and that no further action should be taken;
 - b. The FPT finds that the faculty member has failed to meet the terms of his or her performance review and recommends to the President that the faculty member's employment contract be terminated;
- 14.6.9 The FPT's decision is final when it finds that the faculty member has met the terms of his or her performance review.
- 14.7 **President's Decision**
- (When the FPT recommends that the faculty member's employment contract be terminated.)*
- 14.7.1 The President reads the faculty member's evaluation dossier and the FPT's recommendation.

- 14.7.2 The President can decide to accept or reject the FPT's recommendation to terminate the faculty member's employment contract. If the President decides to terminate the faculty member's employment contract, he or she is doing so on the grounds that the faculty member has received two or more negative performance assessments. The President must inform the faculty member of his or her decision in writing within five calendar days of receiving the FPT's recommendation.
- 14.7.3 If the President accepts the FPT's recommendation to terminate the faculty member's employment contract, the evaluation by the FPT constitutes a third negative performance assessment under art. 58, para. 1, item 6 of the Bulgarian Higher Education Act.
- 14.7.4 If the President rejects the FPT's recommendation, the faculty member is removed from performance review and no further action will be taken.
- 14.7.5 The President's decision to accept or reject the FPT's recommendation is final.

14.8 **Disciplinary Violations**

Nothing in this section should be interpreted to limit the University's right to take action against a faculty member for disciplinary violations under the Bulgarian Labor Code or art. 58a of the Bulgarian Higher Education Act.

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Section Fifteen

Evaluation of the Dean of Faculty and Provost for Contract Renewal

15.1 Dean of Faculty

15.1.1 The Provost evaluates the Dean of Faculty on an annual basis as part of the annual staff evaluation procedures.

15.1.2 The Provost evaluates the Dean of Faculty six months before his or her contract is due to end if the Dean is seeking to have his or her contract renewed. The Provost surveys the faculty and takes into account their feedback when making his or her evaluation.

15.1.3 The Provost's decision whether or not to renew the Dean of Faculty's contract is final.

15.2 Provost

15.2.1 The President evaluates the Provost on an annual basis as part of the annual staff evaluation procedures.

15.2.2 The President evaluates the Provost six months before his or her contract is due to end if the Provost is seeking to have his or her contract renewed. The President surveys the faculty and the Provost's staff and takes into account their feedback when making his or her evaluation.

15.2.3 The President makes a recommendation to the Board of Trustees whether or not to renew the Provost's contract. The Board of Trustees' decision is final.

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Section Sixteen

Financial Exigency and Curricular Revision

16.1 Financial Exigency

16.1.1 The University has the right to reorganize its academic programs when financial constraints necessitate such a process. When such a circumstance occurs, the faculty should be consulted to determine their thoughts regarding such restructuring. However, the legal and fiduciary interests of the President and the Board require that final decisions rest with the President and the Board. The following procedures are intended to establish a process whereby faculty input may be constructively used to advise the President and Board as they arrive at a workable restructuring of the University's academic programs when financial constraints require such restructuring. However, the President and the Board are not required to employ these procedures.

16.1.2 Upon receipt of notice from the Board and the President that financial constraints will necessitate restructuring of academic programs, the Provost will consult with the Dean's Council to determine which positions and/or programs (if any) will be eliminated or reduced in size and scope.

16.1.3 The final decision as to which programs and/or positions will be eliminated lies with the Board, acting on the recommendations of the President, Provost, and Faculty Assembly. It is expected that the Provost will meet with the Curriculum Committee to consider recommendations for program changes. The Curriculum Committee will propose a restructuring plan to the Faculty Assembly, which will recommend a course of action to the Provost.

16.1.4 The Provost will then consult with the President, and upon the approval of the Board and President, take such steps as are necessary to carry out the restructuring.

16.1.5 When positions or programs are eliminated, faculty will be retained according to seniority and teaching competence in remaining positions. Seniority shall be defined as in section 16.3 of this Handbook.

16.1.6 Faculty who cannot be retained after positions or programs have been eliminated will be dismissed from the University under art. 58, sec. 1, item 3 of the Bulgarian Higher Education Act.

16.2 Curricular Revision

16.2.1 All universities must periodically review their curriculum and student enrollments to determine the need for a given program area or for positions in that area. Immediate responsibility for the curriculum lies primarily with the faculty and the Provost subject to Board approval.

16.2.2 In the event that the Provost proposes a revision of the curriculum, his or her proposal shall go to the Curriculum Committee for review. After reviewing the Provost's proposal, the Curriculum Committee shall make a recommendation to the Faculty Assembly, which, in turn, shall make a recommendation to the Provost and the President.

16.2.3 When curricular revisions are made and positions eliminated, faculty shall be retained according to seniority and relative to ability to teach in a given area. Seniority shall be defined as in section 16.3 of this Handbook.

16.3 Definition of “Seniority”

16.3.1 “Seniority” for purposes of financial exigency and curricular revision is defined as follows in descending order:

1. *Tenured faculty*: Full Professors, Associate Professors, Assistant Professors, Instructors.
2. *Tenure-track faculty who have received the minimum ratings in every area in their mid-tenure review*: Full Professors, Associate Professors, Assistant Professors, Instructors.
3. *Tenure-track faculty who have not undergone mid-tenure review*: Full Professors, Associate Professors, Assistant Professors, Instructors.

16.3.2 The University uses a faculty member’s internal rank for determining seniority.

16.3.3 Should there be a need for further definition within any particular group, seniority will be based on length of service to AUBG.

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Section Seventeen

University Academic Organization

17.1 Academic Organization of the Faculty

The faculty is organized by departments with assignment based on programs and curricula. Although a faculty member may teach in more than one program or meet with more than one department, for purposes of conducting department business he or she may vote only in his or her home department. The Dean of Faculty determines a faculty member's home department.

17.2 Departmental Structure

17.2.1 The curriculum of the University is organized according to the following departments:

Department of Business
 Department of Computer Science
 Department of Economics
 Department of History and Civilizations
 Department of Journalism and Mass Communication
 Department of Literature and Theater
 Department of Mathematics and Science
 Department of Modern Languages and Arts
 Department of Philosophy and Psychology
 Department of Politics and European Studies

17.2.2 The tenured faculty members of a department can decide to combine with other departments or divide into separate departments. A department can request a change in its structure to the Dean's Council upon a two-thirds majority vote among its tenured faculty. The Dean's Council makes a recommendation to the Provost to change the departmental structure by a majority vote. The Provost makes the final decision.

17.3 Administration of the Department

17.3.1 Each department is headed by a department chair who provides academic leadership for the department. The chair should hold formal meetings and keep a written record of decisions, as appropriate. The chair is responsible for the following academic and managerial responsibilities and participates in the Dean's Council. The appointment of program coordinators is at the discretion of the chair in consultation with the Dean of Faculty.

17.3.2 Curriculum-Related Responsibilities:

- Oversee the development of the self-study for program review and Bulgarian program accreditation.
- Oversee the evaluation of the curriculum and curriculum development proposals.
- Oversee the management and development of minor and major programs.
- In consultation with other department chairs, recommend the cross listing of courses.

- Oversee recommendations for General Education courses consistent with the approved guidelines for such courses.
- Oversee the design, conduct, proctoring, and evaluation of the Bulgarian state exams.

17.3.3 Faculty-Related Responsibilities:

- Establish the schedule of courses and distribution of teaching assignments to faculty members (both are to be done in consultation with the Dean of Faculty and the department's faculty members).
- Represent the hiring needs of the department to the Provost and take primary responsibility in the search and recruitment process, consulting with the department's faculty members in the review of applicants and report the results of these deliberations to the Dean of Faculty in making a recommendation to hire.
- Periodically provide peer feedback to faculty.
- Identify and periodically evaluate adjunct faculty, Balkan Scholars, and temporary fixed-term faculty according to established criteria and procedures in Section Eight ("Evaluation of Part-Time, Visiting, and Temporary Full-Time Faculty") of this Handbook.

17.3.4 Student-Related Responsibilities:

- Supervise the advising of majors.
- Encourage co-curricular activities.
- Make recommendations to the Dean of Faculty about the transfer of credits.
- Oversee the preparation of reports on student outcomes assessment.

17.4 Selection and Appointment of Department Chairs

- 17.4.1 Each department chair is elected by a majority of the tenured faculty members within the department and approved by the Provost for a two-year term. Only tenured and tenure-track faculty members are eligible to serve as department chairs. If the Provost does not approve the proposed department chair, a new election is held. Elections are normally held before the end of the spring semester.
- 17.4.2 The department chair's term starts on 1 July and ends on 30 June. The Dean of Faculty may expect an outgoing department chair to advise on catalog updates after 30 June.
- 17.4.3 If the department chair must vacate his or her office for any reason for a semester or less, he or she and the Dean of Faculty shall jointly appoint a temporary replacement until an election can be held to complete the term.
- 17.4.4 Should a department wish to change its chair before the expiration of the term, it may call for a vote of no confidence and request in writing to the Dean of Faculty that the department chair be removed and another appointed by the procedure outlined above. A vote of no confidence requires a two-thirds majority of votes cast by the tenure-track and tenured members of the department. The voting is held under the supervision of the Dean of Faculty.

17.4.5 The department chair's work counts as university service for the purposes of faculty evaluation.

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Section Eighteen

Appeals, Grievance, and Hearing Procedures

18.1 Faculty Appeals

An appeal is a request to review an adverse decision related to an evaluation, contract renewal, promotion, or termination. Typically, the basis for an appeal is the violation of academic freedom, violation of due process, or misapplication of policy. The appeal cannot challenge the merits of current policies and procedures in this Handbook or any other University document.

18.2 Interpretation

Nothing in this section should be interpreted as restricting a faculty member's right to appeal a decision to the appropriate court of law.

18.2.1 Appeals During the Evaluation Process

18.2.1.1 If a faculty member disagrees with the written evaluation of the FET, FPT, or DET, he or she shall have the right to make a written reply, which will become a part of his or her evaluation dossier.

18.2.1.2 If a faculty member disagrees with the written recommendation of the Provost, the faculty member shall have the right to make a written reply, which will become a part of his or her evaluation dossier.

18.2.2 Appeal of the President's Decision

The faculty member may make a written request for reconsideration of the President's decision based upon new relevant and material evidence, such as that related to teaching, scholarship and/or creative activities, or university service, which was unavailable to the faculty member at the time the dossier was submitted to the FET, FPT, or DET. The faculty member must submit a request for reconsideration to the President in writing within ten calendar days after the faculty member received the President's decision.

18.3 Faculty Grievances

A grievance is a complaint based upon a violation of a right while an appeal is a request to review an adverse decision. Use of the grievance procedures does not preclude the right of a faculty member to seek legal counsel, or to seek to obtain redress of an alleged grievance through formal legal action.

18.3.1 Faculty Grievance Against Administrative Action

Any administrative action that allegedly violates academic freedom or the faculty member's rights as set forth in this Handbook is grievable. All grievance procedures must adhere to the AAUP standards of due process for the hearing of grievances. Confidentiality of all parties involved in grievance procedures must be respected.

18.3.2 Grieving the Decision of the Faculty Evaluation Team, Faculty Performance Team, or Department Evaluation Team

Faculty may not grieve the decision of the FET, FPT, or DET. If the faculty member has evidence that the FET, FPT, or DET acted negligently or inappropriately, and that such actions on the part of the FET, FPT, or DET led to an unfair administrative action, the actions of the FET, FPT, or DET may be used as evidence in filing an appeal of the administrative action resulting from the FET's, FPT's, or DET's recommendation.

18.4 **Informal Grievance Procedures**

When an administrative action negatively affects a faculty member, the faculty member may attempt to resolve the matter through informal procedures such as consultation with the Provost or any other appropriate administrator. The purpose of the informal procedures is to give both faculty and administrators a chance to resolve differences in a forum where both parties can agree to a mutually acceptable resolution. When this resolution is agreed to, a written statement from the Provost, and the faculty member's acknowledgment of the resolution, shall be entered into the faculty member's file with the consent of the faculty member.

18.5 **Formal Grievance Procedures**

When a faculty member is unable to resolve an alleged grievance informally, or has reason to believe that use of the informal process would compromise his or her case, he or she may start a formal procedure by filing a written grievance to the Faculty Grievance Committee within twenty calendar days of the event giving rise to the grievance. The faculty member will state in writing the nature of the grievance and the redress being sought. In doing so, the faculty member will refer in writing to the evidence which supports his or her claim and provide the Grievance Committee with all evidence referred to in the original complaint. It is important to note that in all grievances the person bringing the grievance must establish that there is a preponderance of evidence in support of his or her claim. The burden of proof rests on the grievant.

18.5.1 Grievance Committee Procedures

The Faculty Grievance Committee will review the evidence presented and request a written response from the administrator against whom the grievance was filed. The Grievance Committee may solicit any evidence that is of relevance to the case, provided all parties to the grievance are given the opportunity to review and respond to the evidence. The Grievance Committee will review all evidence and either convene a formal hearing or dismiss the grievance.

18.5.2 Grievance Committee Recommendations

After reviewing all the evidence and hearing testimony, the Grievance Committee will make a written recommendation to the President. The grievant will be given a copy of this letter and, if the grievant chooses, may submit a written response to the President within twenty calendar days of receipt of the response. The President will review the recommendation, and the response of the grievant (if any) and respond in writing to both the grievant and the Committee. If the President agrees with the judgment of the Grievance Committee, the President's response need only indicate that he or she is in agreement with the Committee. If the President disagrees with the Grievance Committee, then the President will specify in detail the reasons for his or her disagreement with the Committee.

18.5.3 Request for Arbitration of the President's Decision

If the grievant is dissatisfied with the President's final decision, the grievant may request that the President submit to outside arbitration within twenty calendar days of receipt of the President's decision. The President may do so if he or she believes such arbitration is appropriate but is under no obligation to engage in outside arbitration. When arbitration is agreed to by both parties, the terms of arbitration will be negotiated between the President and the grievant or their duly appointed representatives.

18.5.4 Records of Grievances and Resolutions

When a formal grievance is resolved, the President shall prepare a written record and, along with the faculty member's acknowledgment of the resolution, place it in the faculty member's file with the consent of the faculty member.

18.6 **Faculty Grievance Against Another Faculty Member**

18.6.1 When a faculty member engages in behavior that is alleged to be in violation of the Faculty Code of Ethics in section 2.8 of this Handbook, and that behavior directly affects a fellow faculty member, faculty may make use of informal and formal proceedings.

18.6.2 Normally, a faculty member should first attempt to resolve the matter with the individual in question in an informal setting that makes use of the Dean of Faculty. In cases where the behavior is alleged to be particularly egregious, however, a faculty member may elect to file a formal grievance or request an internal administrative hearing.

18.6.3 Resort to the University's grievance procedure does not preclude the right to legal counsel or the right to initiate legal action.

18.6.4 All formal and informal grievance procedures must respect the right of all parties to confidentiality and due process.

18.6.5 In filing a grievance, it is important to note that a preponderance of evidence must be shown, and that the burden of proof rests on the grievant.

18.6.6 Informal Procedures

In most cases involving faculty-faculty interaction, every effort should first be made to resolve the matter in an informal, collegial setting. The role of the Dean of Faculty is to facilitate communication between faculty and to suggest fruitful and mutually agreeable resolutions to faculty-faculty conflicts.

18.6.7 Verbal Warning

When a successful resolution cannot be agreed to with the mediation of the Dean of Faculty, or the allegation is considered egregious, a faculty member may take the matter to the Provost's office within twenty calendar days of the event giving rise to the grievance. The Provost will review the matter and suggest a resolution. If a successful resolution cannot be agreed upon, and the Provost believes that the actions of one, or both parties was in violation of the Faculty Code of Ethics, the Provost will issue a verbal warning to the faculty member and suggest how the offending party should alter his or her behavior to avoid disciplinary action.

18.6.8 Written Warning

If, following a verbal warning, the behavior persists, the matter may be brought to the Provost's attention again within twenty calendar days after the event demonstrating that the behavior has persisted. The Provost will then consult with the relevant parties and if he or she finds that the faculty member has failed to heed the verbal warning, will issue a written warning to the faculty member. The party receiving the warning may, within twenty calendar days after receipt of the warning, appeal to the Grievance Committee to have the warning removed from his or her record. In that case, the grievance procedures are as outlined in section 18.4 of this Handbook. If no written warning is issued, and the grievant has reason to believe that the Provost improperly judged the severity of the behavior, the grievant may file a written grievance with the Grievance Committee, within twenty calendar days after the Provost's decision in the matter.

18.6.9 Procedures

The Grievance Committee will then follow the procedures as outlined in section 18.4 of this Handbook, and, if it finds in favor of the grievant, recommend to the President that an internal administrative hearing be convened to review the case. The time limits set forth herein are mandatory and may be waived only by the mutual written agreement of the parties.

18.7 **Internal Administrative Hearings**

18.7.1 An Internal Administrative Hearing shall be convened when:

1. There is evidence that a faculty member has violated the Faculty Code of Ethics or other University policies and has failed to heed prior verbal or written warnings regarding his or her conduct; or,
2. The faculty member's violation of the Faculty Code of Ethics or other University policies threatens the health or safety of students, faculty members, staff, or members of the University administration.

18.7.2 A faculty member's violation of the Faculty Code of Ethics or other University policies constitutes a grave violation of the work discipline under art. 190, sec. 1, item 7 of the Bulgarian Labor Code.

18.7.3 The purpose of the Internal Administrative Hearing is to review the evidence; protect the right to due process of the person being charged with an offense; determine whether or not an offense has actually occurred; and, when appropriate, recommend to the President a course of disciplinary action that is in keeping with the gravity of the offense.

18.7.4 While it is not possible to delineate under what conditions which disciplinary sanction will be imposed, it is expected that disciplinary action will be in accordance with the severity and the circumstances surrounding the case. In some cases, the nature of the offense may simply require a relatively minor sanction. In other cases, the sanction may lead to the termination of the employee's contract or a determination not to renew an employee's contract.

- 18.7.5 When the President receives a formal written request from the Provost, an appropriate administrator, any employee, or a student to convene a formal administrative hearing, the President will review the evidence and judge the severity of the allegation. The President will also review the entire case to ensure that, where appropriate, informal procedures, such as verbal and written warnings, were issued to the faculty member which clearly explained the nature of the policy and the faculty member's violation of said policy.
- 18.7.6 If the President finds that the faculty member has failed to heed appropriate warnings, or finds that the offense was so egregious that informal procedures are inappropriate, the President shall convene an Internal Administrative Hearing and appoint, in consultation with the Provost, the Faculty Assembly Chair, the grievred party, and the party alleged to have committed the action in question, a Faculty Conduct Council composed primarily of faculty. The President may also appoint staff members, students, and members of the administration to the Council.
- 18.7.7 The Council appointed by the President shall conduct formal hearings, and at the conclusion of these proceedings, issue a recommendation to the President as to the appropriate course of action. All parties will receive a copy of the Council's recommendation and be given the opportunity to respond to the President in writing. After reviewing the matter, and ensuring that due process was followed, the President will issue his or her decision.
- 18.7.8 In such cases, the President's decision will be final, though all parties retain the right to seek legal redress outside the institution. If the President finds evidence of substantial violations of due process, the President will order the case to be re-heard. If the President finds that there is not sufficient evidence to hold the accused party responsible, the President shall dismiss the case and no records will be kept in the faculty member's personnel file and the matter may not be used against the faculty member in any matters related to personnel decisions. If the President finds that the accused party should be held responsible, the President will take disciplinary action under the Bulgarian labor code.
- 18.7.9 When an offense is not serious enough to warrant immediate dismissal for cause, but the President judges it to be serious enough to preclude contract renewal, the President shall state clearly upon conclusion of the Internal Administrative Hearing that the offense is serious enough to lead to non-renewal of a contract. The President may also indicate that the absence of any further offenses, or the taking of specific actions by the faculty member, will lead the President to rescind an earlier decision not to renew a contract.
- 18.7.10 In all cases, the President will inform the faculty member and any and all allegedly aggrieved parties of his or her decision in writing.
- 18.7.11 All Internal Administrative Hearings must respect due process as defined by the AAUP and maintain the confidentiality of all parties to the hearing. Use of internal administrative hearings does not preclude any party from obtaining legal counsel or from having recourse to legal proceedings.

18.8 **Final Authority of President**

The President has the final authority to render a judgment in all grievance and internal administrative hearings.

18.9 Faculty Grievance Against the President

The grievance procedure outlined in section 18.4 of this Handbook may not be used if the grievance is against an action of the President. Any grievance filed against the President, individually, shall be filed with the Chairman of the Board. The Chairman will determine whether the grievance should appropriately be filed against the President or the administration. If it is not appropriate that the grievance be filed against the President, the grievance shall be dismissed. If the grievance is appropriately filed against the President, the Chairman will assemble a Body to have final authority. This Body will consist of the Chairman and a faculty member and a member of the administration appointed by the Chairman. The Chairman shall give the grievant and the President notice in writing that the Body has been convened. The President shall have an opportunity to respond in writing to the grievance. Such response shall be submitted to the Chairman within twenty calendar days of receiving notice from the Chairman that the Body has been convened. A decision will be made by agreement of at least two out of three members of the Body and shall be issued in written form to both the grievant and the President. The Body will have final authority in all grievances filed against the President, individually, to render a judgment.

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Section Nineteen

Procedures for Amending the Faculty Handbook

- 19.1 The Dean's Council may recommend to the Faculty Assembly changes in this Handbook at any time provided that the Faculty Assembly receives prior notice of such recommendations. Any individual member or a specially appointed committee of the Faculty Assembly may propose an amendment or revision to the Faculty Assembly at any regularly scheduled meeting. All changes to this Handbook must receive a two-thirds majority vote of the Faculty Assembly to pass on as a formal recommendation to the President.
- 19.2 Upon a two-thirds vote of the Faculty Assembly, the President will consider the recommended changes, and reply as to their appropriateness at the earliest possible time. At the discretion of the President, recommended changes to this Handbook will be on the agenda of the Board at its next meeting. All changes in this Handbook require the approval of the Board of Trustees except for changes to the list of departments.
- 19.3 The Provost can approve a change in the list of departments in section 17.2 without the approval of the Board of Trustees.

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