April 5, 2006

Memorandum

To: Jackie Wright
   Secretary for Academic Governance

From: Melinda Gann Hall
       Chairperson, University Committee on Faculty Tenure

Subject: Revisions to the Dismissal of Tenured Faculty for Cause Policy

A subcommittee of the University Committee on Faculty Tenure (UCFT) proposed a revision to the Dismissal of Tenured Faculty for Cause policy to address procedural problems that arose during a recent dismissal proceeding and to make the policy easier to read and administer. The full UCFT endorsed the revised policy statement at its meeting on April 5, 2006. The proposed revision does not alter the substantive “rights” of either party to this process.

A copy of the revised policy and summary of the changes is attached. The current policy is on the HR website at: http://www.hr.msu.edu/HRsite/Documents/Faculty/Handbooks/Faculty/AcademicPersonnelPolicies/iv-dismissal
MEMORANDUM

TO: University Committee on Faculty Tenure

FROM: Kristine Zayko
Associate General Counsel

DATE: March 30, 2006

RE: Revisions to the Dismissal of Tenured Faculty for Cause Policy

Dr. Curtis Probst, Prof. Kathy Payne, and Dr. Paul Rubin plan to submit a revised Dismissal of Tenured Faculty for Cause policy to the full UCFT for discussion on April 5, 2006. I have attached a copy of the revised policy for your information.

The main focus of the revision was to “clean-up” the current policy, make the policy easier to read and administer, and address procedural problems that arose during last year's dismissal for cause proceedings. The proposed revision does not alter the substantive “rights” of either party to this process.

This memo will highlight some of the main changes to the policy.

1. The role of the Provost was clarified. These changes are reflected in footnotes 4, 5, and 11, as well as Section V.J of the revised policy.

2. Section II was added to the revised policy to address mailing of notices issues.

3. Sections VI. D-F clarify the process by which the President will issue a preliminary response and then a final report.

4. Section VI.F.1 is new and states that if the Hearing Committee and President both agree that “cause” has been established and that disciplinary action less than dismissal should be imposed, the matter concludes with the President and does not go to the Board of Trustees.

5. The revised version now provides that the hearing committee (and any subsequent appeal panel) will only be comprised of tenured members of UCFT.
6. Footnote 7 addresses the possibility of a “tie” vote if membership on the Hearing Committee has been reduced to four members. The current policy is silent on this issue.

7. Footnotes 8-10 provide definitions of “clear and convincing,” “preponderance of the evidence,” and “appellee.”

8. The revised version outlines the actions that may be taken by the Board of Trustees at the conclusion of dismissal for cause proceedings (Section VII), as well as clarifying whether the Board will identify the affected faculty member by name (Section VII).

9. The revised version removes the requirement that both parties be present at the random drawing of names for the hearing committee roster and the meeting to empanel the hearing committee (Appendix I, 2 & 3). Both parties now have the option of being present; however, the process does not stop if either party fails to attend.

10. Appendix II, 5 is new and provides that the hearing shall be conducted in an informal manner to the greatest extent possible and that formal rules of evidence do not apply.

11. Appendix II, 6 is new and allows for the Chair of the Hearing Committee to exclude evidence, including witness testimony, if the evidence is not relevant to the charges at issue.
DISMISSAL OF TENURED FACULTY FOR CAUSE\(^1\)

Preamble

The University is a community of scholars dedicated to the advancement of knowledge. Among the functions of a University is the establishment of a proper intellectual integrity among the faculty, between the faculty and the students, and between the faculty and the national and international academic community. This intellectual integrity is fostered by the creation of an environment of personal interaction and mutual trust whereby its members are mindful of their responsibilities to maintain standards of competence, and a proper attitude of objectivity, industry, and cooperation with their associates within and outside the University community. However, if the community is to be sustained it is necessary for it to take action when commonly held standards of conduct are violated. Thus, disciplinary action up to and including dismissal may be undertaken for cause, with dismissal being reserved for the most serious of cases. Dismissal or the threat of dismissal may not be used to restrain faculty members in their exercise of academic freedom.

Grounds for Dismissal

A tenured faculty member may be dismissed for cause, including but not limited to: (1) intellectual dishonesty; (2) acts of discrimination, including harassment, prohibited by law or University policy; (3) acts of moral turpitude; (4) theft or misuse of University property; (5) incompetence; (6) refusal to perform reasonable assigned duties; (7) use of professional authority to exploit others; (8) violation of University policy substantially related to performance of faculty responsibilities, and (9) conviction of violation(s) of law(s) which are substantially related to the fitness of faculty members to engage in teaching, research, service/outreach, and/or administration.\(^2\)

If dismissal proceedings are initiated against a tenured faculty member and result in a finding of cause, dismissal or disciplinary action other than dismissal may be recommended and imposed. Disciplinary action other than dismissal may include, but is not limited to, reprimand, suspension with or without pay, reassignment of duties, reduction in appointment, denial of salary increase, mandatory counseling, and/or monitoring of behavior and performance.

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1 This Policy does not apply with respect to: (1) a tenure system faculty member's material misrepresentation made to the University in obtaining employment, or (2) cases where disciplinary action other than dismissal is sought. In such cases, the Policy and Procedure for Rescission and the Policy and Procedure for Implementing Disciplinary Action where Dismissal is not Sought, respectively, shall be followed.

2 This Dismissal of Tenured Faculty for Cause Policy (the "Policy") also applies to the dismissal of non-tenured faculty appointed in the tenure system prior to the expiration of the term of appointment.
I. INFORMAL RESOLUTION/PRELIMINARY CONFERENCE STAGE.

Dismissal for Cause Review Officer’s Recommendation

A dean or separately reporting director ("charging party") proposing to initiate dismissal for cause proceedings against a faculty member must file a written request with the Provost that details the reasons for considering dismissal and provides copies of all relevant documentation, including copies of any past disciplinary action or warnings to the faculty member that his/her conduct might lead to dismissal.

Upon receipt of such a request, the Provost shall notify the faculty member of the request and ask the Dismissal for Cause Review Officer (see Appendix III) to review the matter and to provide a confidential report and recommendation to the Provost as to whether dismissal for cause proceedings should be initiated and, if so, whether the faculty member should be relieved from any or all duties during the proceedings.

The review process is intended to provide an opportunity for informal resolution of the matter. Accordingly, meetings between the faculty member and the Review Officer and between the faculty member and the Provost during the review process will proceed without counsel present. At any stage during the review process, the faculty member may elect to forgo meeting or talking with the Review Officer or the Provost.

The Review Officer shall review the reasons for considering dismissal and the evidence in support of dismissal with the charging party. The Review Officer shall also talk with the charging party, faculty member, and the faculty member's department chairperson/school director, prior to making a recommendation to the Provost.

In reaching his/her recommendation, the Review Officer should consider what steps have been taken to achieve informal resolution of the matter; whether, in cases involving a pattern of conduct, the faculty member had any warning that the conduct might lead to dismissal; and whether any measures might be taken to resolve the matter short of instituting dismissal for cause proceedings. The Review Officer's report and recommendation should be forwarded to the Provost within 30 days⁴ of the Review Officer's selection by the President, unless an extension of time is approved by the Provost.

Determination by the Provost

The Provost shall review the report and recommendation of the Review Officer and determine whether the matter is of sufficient seriousness to warrant the initiation of

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⁴ Unless otherwise noted, references to "days" in this Policy refer to calendar days.
dismissal for cause proceedings. In reaching his/her decision, the Provost may discuss the matter with the Review Officer, charging party, and/or faculty member.

The confidential report and recommendation of the Review Officer is advisory to the Provost and shall not be available to either party or become part of the record if dismissal for cause proceedings are instituted.

Conference with the Faculty Member

If the Provost determines that dismissal for cause proceedings are warranted, he/she shall notify the faculty member and the charging party (the “parties”) of that decision in writing and offer the faculty member an opportunity for a personal meeting. No formal charges shall be filed until 30 days after this notification. The matter may be resolved informally during this time, including by the faculty member’s resignation. If the faculty member is not available for a personal meeting during the 30-day period, the Provost may communicate with the faculty member by telephone and/or by correspondence that provides the faculty member with a reasonable opportunity to confer informally with the Provost.

II. MAILING OF NOTICES UNDER THIS POLICY.

Whenever possible, the faculty member shall be sent the notices required by this Policy by certified mail to his/her address of record filed with the University. However, if delivery by certified mail is not possible or if the faculty member refuses or waives delivery of certified mail, mailing notices to the faculty member at his/her address of record by first class mail will be considered sufficient. An email will also be sent to the faculty member’s University email address notifying him/her of the fact that a notice required by this Policy has been sent by one of the methods described above.

III. INITIATION OF FORMAL PROCEEDINGS.

If the Provost determines that the matter is serious enough to warrant initiation of dismissal for cause proceedings, the Provost shall provide written notice of that determination to the President, along with a recommendation as to whether the faculty member should be relieved from some or all of his/her duties during the dismissal for cause proceedings. The parties should receive a copy of this notice. If the President decides to relieve the faculty member from all of his/her duties, the faculty member shall

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4 The decision of the Provost as to whether the matter is serious enough to warrant initiation of dismissal for cause proceedings is not a determination regarding the merits of the charges against the faculty member and shall not be viewed as the Provost’s agreement or disagreement with the charges against the faculty member.

5 The Provost shall not comment on any information contained in the confidential report of the Review Officer at any stage of the dismissal for cause proceedings unless that information is also contained in the record of those proceedings.
be placed on a leave of absence with pay during the pendency of the dismissal for cause proceedings.

Following written notification by the Provost to the President, the charging party may initiate dismissal for cause proceedings against a faculty member by filing written charges with the President and Chairperson of the University Committee on Faculty Tenure ("UCFT"). The charges must contain: (1) the allegations; (2) the names of the witnesses, insofar as then known, who will testify in support of the allegations; and (3) the nature of the testimony likely to be presented by each of these witnesses.

The Chairperson of the UCFT shall promptly send a copy of the written charges to the faculty member.

IV. MEETINGS BETWEEN THE PRESIDING OFFICER AND THE PARTIES.

As soon as practicable following the filing of formal charges, the Presiding Officer\(^6\) shall meet with the parties. The purposes of such meetings include:

A. The empaneling of a Hearing Committee (see Appendix I).

B. Exchange of documents and witness lists between the parties.

C. Stipulations by the parties on any relevant matters of fact. Any stipulation shall be reduced to writing and signed by both parties and the Presiding Officer.

D. Rulings by the Presiding Officer on any proposed revisions to the charges that might be offered or requested.

The Presiding Officer may ask legal counsel to attend these meetings. The Presiding Officer shall arrange that minutes of these meetings are made and included in the complete case record.

V. THE HEARING.

A. Service on the Hearing Committee shall be a high priority University responsibility for the duration of the hearing. Accordingly, administrators of units shall take all reasonable measures to reduce the Hearing Committee members' other responsibilities. Unit administrators are encouraged to provide additional

\(^6\) The Chairperson of the UCFT shall serve as the Presiding Officer for the selection of the Hearing Committee. In the event that one of the parties is from the same college as the Chairperson of the UCFT, the Associate Chairperson of the UCFT shall preside. If the Associate Chair is unable to serve, the most recent past UCFT Chairperson who is available shall preside. The Presiding Officer is not eligible to serve on the Hearing Committee or any Appeal Panel.
support (such as graders and graduate assistants) to Hearing Committee members for the duration of their service.

B. The Secretary for Academic Governance shall make available to the Chairperson of the Hearing Committee any necessary secretarial and clerical assistance.

C. Legal counsel to the Hearing Committee shall arrange for a full stenographic record to be made of the hearing. If any party requests additional copies of the record or an expedited copy of the record, the additional costs of that request shall be paid by the requesting party.

D. The Chairperson of the Hearing Committee shall request the presence of any witness or the delivery of any University document germane to the hearing. University administrators are expected to cooperate with such requests.

E. The Chairperson of the Hearing Committee shall schedule the hearing within a reasonable time after the faculty member is provided notice of the charges against him/her, due consideration being given to the faculty member’s opportunity for the preparation of a defense.

F. The hearing shall be closed, except that the Hearing Committee may consider a request from the faculty member to open the hearing. If such a request is made, the Hearing Committee shall hear the views of both parties on the question and shall determine whether the hearing sessions are to be open or closed. Regardless of the faculty member’s request, the Chairperson of the Hearing Committee may, in the interest of orderly and equitable proceedings, rule that a given session or portion of a session be closed. Sessions or portions of sessions that will involve student testimony or testimony that includes personally identifiable student information must be closed. Sessions that will involve non-student witness testimony may also be closed at the discretion of the Chairperson of the Hearing Committee.

G. The Chairperson of the Hearing Committee shall conduct the hearing in accordance with the procedures stipulated in Appendix II.

H. The charging party or his/her representative shall be present at all sessions of the Hearing Committee at which evidence is presented or arguments are heard, and may (1) present evidence, (2) call, examine, and cross-examine witnesses, and (3) examine all documentary evidence received by the Hearing Committee. The charging party’s advisor or legal counsel (if any) may also be present at the request of the charging party.

I. The faculty member and/or his/her representative may be present at all sessions of the Hearing Committee at which evidence is presented or arguments are heard, and may (1) present evidence, (2) call, examine, and cross-examine witnesses, and (3) examine all documentary evidence received by the Hearing Committee.
The faculty member's advisor or legal counsel (if any) may also be present at the request of the faculty member. If the faculty member cannot be present at a hearing session due to circumstances beyond the faculty member's control, the Chairperson may either reschedule the hearing session or choose to conduct the hearing session in the absence of the faculty member. If the faculty member chooses not to be present, the Chairperson shall conduct the hearing sessions in the absence of the faculty member.

J. The Provost (or his/her designee) shall be available to the Hearing Committee to provide guidance on policy or procedural questions. In the event that a policy or procedural question is at issue in the dismissal for cause proceedings, the Provost may choose to file a position statement with the Hearing Committee regarding the policy or procedural issue. In those cases, the Provost (or his/her designee) will not serve in an advisory capacity to the Hearing Committee regarding policy or procedural questions.

K. The burden of proof shall rest with the charging party. (See Section VI.A.2 of this Policy.)

L. Except as provided below, only those members of the Hearing Committee who have been present at all sessions in which evidence has been presented or arguments have been heard shall have the right to vote. An exception to this attendance requirement shall be made by the Chairperson of the Hearing Committee for a member who has missed, for good cause, no more than one session and who has informed the Chairperson in writing that he/she has read the official transcript of that session. This attendance requirement may also be waived by unanimous consent of the parties.

M. Within a reasonable time following final arguments, the members of the Hearing Committee will vote to determine whether cause has been established. If they determine that cause has been established, they shall recommend either dismissal or other disciplinary action(s). If a majority of the Hearing Committee determines that cause has not been established, the matter is closed.\footnote{If membership on the Hearing Committee has been reduced to four members (see Appendix I, part I) and there is a "tie" vote on the issue of whether cause has been established, the Hearing Committee shall issue a split report as its decision to the parties and the matter will proceed.}

VI. PROCESSING THE RECORD AND RENDERING JUDGMENT.

A. Hearing Committee Report.

1. Within 30 days following the final arguments, the Hearing Committee shall submit its written report to the parties. If additional time is needed, the Chairperson of the Hearing Committee shall request an extension of time from the Chairperson of the UCFT.
2. The Hearing Committee report must include an explanation of its determination as to whether cause has been established. If the Hearing Committee determines that cause has been established, the report must also include an explanation of its recommendation for either dismissal or some other disciplinary action(s). A report which recommends dismissal for cause must state that at least one of the charges made against the faculty member has been proven by clear and convincing evidence. A report which recommends discipline other than dismissal must state that at least one of the charges made against the faculty member has been proven by a preponderance of the evidence.

3. Subject to subsection 4 below, all members of the Hearing Committee shall sign the report attesting that they have read it and that it constitutes the findings and recommendations of a majority of the Hearing Committee.

4. Any member(s) of the Hearing Committee may file and sign a minority report, which shall become part of the Hearing Committee report.

B. Appeals.

1. Grounds for appeal are limited to whether the Hearing Committee committed a prejudicial violation of the required procedures (see Appendix II) during the hearing process.

2. Either party may appeal the decision of the Hearing Committee to the then-current members of the UCFT, excluding the Presiding Officer and any members of the UCFT who served on the Hearing Committee. The remaining UCFT members shall constitute an appellate body ("the Appeal Panel") and shall select a chairperson by majority vote.

3. A party wishing to appeal ("appellant") must submit a written appeal to the Chairperson of UCFT within 15 days after the date that the Hearing Committee report was mailed. The Chairperson of UCFT will transmit the appeal and a copy of the Hearing Committee report to the Appeal Panel and the appellee.

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8 "Clear and convincing" means the standard of proof that is beyond a mere preponderance but below that of "beyond a reasonable doubt." The "clear and convincing" standard would be met where the members of the Hearing Committee have a firm belief that the facts in issue have been established.

9 "Preponderance of the evidence" means that the existence of the fact in issue is more probable than not. The "preponderance of the evidence" standard would be met where the members of the Hearing Committee find that the evidence supporting one of the charges is more convincing than the opposing evidence.

10 The "appellee" is the party who did not file the appeal.
4. The appeal must be in writing and must specify the claimed procedural violation(s) on which the appeal is based.

5. The appellee may submit a written response to the appeal. The response must be sent to the Chairperson of the UCF and the party who initiated the appeal no later than 15 days after the date the appeal was mailed to the appellee.

6. The Appeal Panel will convene to decide the appeal. The Appeal Panel will usually decide the appeal based on the written materials presented and in the absence of the parties. If necessary, the Appeal Panel may request that both parties present oral argument and/or respond to questions regarding the appeal. The Appeal Panel may impose reasonable limits on the time allotted for oral arguments.

7. The Appeal Panel shall render a decision on the appeal within ten days of receiving all arguments. A decision will be made by a simple majority vote. In rendering a decision, the Appeal Panel may not amend the findings or the recommendations of the Hearing Committee. The Appeal Panel may reach one of the following determinations:

   i. No violation found. The Hearing Committee did not commit a prejudicial violation of the required procedures during the hearing process.

   ii. Harmless Error. Although a violation of the procedures occurred, it did not materially harm the appellant’s ability to present his/her case fully.

   iii. Rehearing. The Hearing Committee committed a prejudicial violation of the procedures during the hearing process which can and should be corrected by the original Hearing Committee.

   iv. Rehearing/New Hearing Committee. The Hearing Committee committed a prejudicial violation of the procedures during the hearing process which has tainted the hearing to an extent that correction by the original Hearing Committee is impossible. A new Hearing Committee must be established to re hear the case.

C. Final Hearing Committee Report.

1. After appeals and re hearings, if any, are concluded, the Hearing Committee’s report shall be considered final and shall be sent to the President, the Provost, and the parties.
2. A copy of the complete transcript of the hearing shall be sent to the faculty member.

3. The Chairperson of the Hearing Committee shall file the complete record of the case with the Office of the Provost. The complete record shall contain: (i) the final Hearing Committee report, (ii) any Appeal Panel decision, (iii) meeting minutes (see Section IV above), (iv) the record required by part 11 of Appendix I, and (v) the transcript of the hearing. The complete record shall be held for review in the Provost's Office and shall be available to the President, the Provost, the Board of Trustees, and the parties, for their review, in a place designated by the Provost.

4. If the Hearing Committee finds cause, the Provost and the parties may, within 15 days of the date of the mailing of the Hearing Committee's report, review the record and file written comments with the Chairperson of the Hearing Committee and the President.\(^{11}\)

D. The President, within a reasonable time, will review the Hearing Committee's report and provide his/her preliminary response in writing, accompanied by supporting rationale, to the Chairperson of the Hearing Committee, the Provost, and the parties.

E. The Provost, the parties, and the Hearing Committee, through its Chairperson, may, within 15 days of the date that the President's preliminary response was mailed, submit written comments to the President about his/her preliminary response.

F. Following the 15 day period for submitting written responses, the President will issue a final report on the charges against the faculty member. Copies of the President's final report will be provided to the Chairperson of the Hearing Committee, the Provost, and the parties.

1. If the Hearing Committee and the President both determine that there is cause for disciplinary action but not dismissal, the President's final report will conclude the matter and the disciplinary action recommended by the President will be imposed.\(^{12}\)

G. If either the Hearing Committee (by majority vote) or the President recommends dismissal, the President shall submit the following materials to the Board of

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\(^{11}\) When provided an opportunity to comment, the Provost and parties are expected to confine their comments to the record and not introduce new information. However, the Provost may comment on procedural or policy issues at any time.

\(^{12}\) Disciplinary action implemented under this Policy may not be challenged through the Faculty Grievance Procedure.
Trustees: the final Hearing Committee report (along with any written comments), the preliminary response of the President, and the final report of the President. Any Trustee may have access to the complete record of the case.

H. The Office of the Provost shall provide notice to the parties of the date and time that the Board of Trustees is expected to take action on the matter.

I. After reviewing the relevant materials, the Board of Trustees may: (1) dismiss the faculty member for cause, (2) impose discipline other than dismissal, or (3) determine that cause has not been established and close the matter.

VII. CONFIDENTIALITY.

All proceedings and records of dismissal for cause proceedings shall be kept confidential to the degree permitted by the law. The Board of Trustees will decide on a case by case basis whether action taken by the Board pursuant to this Policy will identify the affected faculty member by name.
Appendix I
Procedure for Empaneling a Hearing Committee

1. Except as noted in part 8, below, the Hearing Committee shall consist of five tenured faculty members who are serving as UCFT members on the date of the filing of charges under Section II of the Policy. One alternate will also be selected for potential membership on the Hearing Committee. The expiration of a member's term on the UCFT shall not affect continued service on a Hearing Committee.

2. In the presence of at least one other member of the UCFT, the Presiding Officer shall conduct a random drawing of the names of all tenured members of the UCFT, placing the names on a roster in order of drawing. This shall be the order in which members will be selected for service on the Hearing Committee. The Presiding Officer shall circulate the ordered roster promptly to the parties and to the members of UCFT. The Presiding Officer shall notify the parties of the date of the meeting at which the roster is drawn and the parties and/or their counsel may, if they choose, attend this meeting.

3. No sooner than two weeks after the circulation of the ordered roster, the UCFT shall meet in the presence of the parties to select the Hearing Committee. All eligible members on the roster are expected to attend. The Presiding Officer shall convene and preside over this meeting. If either party does not attend this meeting, the Presiding Officer may choose to conduct the meeting in the party's absence.

4. No later than five days before the selection meeting, any potential Hearing Committee member or potential alternate may make a written request to the Presiding Officer that he/she be excused for an appropriate reason. Requests to be excused shall be the first order of business during the Hearing Committee selection meeting. The Presiding Officer shall, if necessary, question members seeking to be excused and then decide whether to excuse any of them.

5. The Presiding Officer shall question each potential Hearing Committee member/alternate about his/her personal or professional relationships, if any, with either party, and ask whether there is any reason he/she would be unable to hear the case and render a fair and impartial judgment. The parties may submit additional questions to the Chairperson. The Chairperson may disallow any questions on grounds of lack of relevance.

6. Each party shall have an unlimited number of challenges for cause and one peremptory challenge. The Presiding Officer shall preside over the challenge process. If a party challenges a potential member/alternate of the Hearing Committee for cause, the party shall state the grounds for the challenge. The standard the Presiding Officer shall follow in ruling on for cause challenges is whether, in light of the challenged person's knowledge of the case, personal or
professional relationships with a party, and statements made during the selection and challenge process, the challenged person would be able to fairly and impartially hear the case and render a fair and impartial judgment. The Presiding Officer shall rule on any challenge for cause.

7. If a potential member/alternate is removed from the Hearing Committee roster, the next name on the ordered roster will be advanced to keep the potential membership of the Hearing Committee at six (five members, one alternate). All such replacements are subject to the selection procedures described above.

8. Should the roster of candidates for membership on the Hearing Committee be reduced to less than six, the roster of candidates shall be replenished by randomly selecting available former tenured members of the UCFT in order of most recent service on the UCFT. (All available former tenured members who served during the previous academic year will provide the first supplement, then those who served two academic years ago, and so on.) Should replenishment of the roster be necessary, the Presiding Officer shall identify supplementary candidates in a number sufficient, in the judgment of the Presiding Officer, to fill the Hearing Committee and provide one alternate. Ordering and selection of Hearing Committee members from the supplementary panel shall proceed in the manner described above.

9. The Hearing Committee shall be composed of the first five present or former UCFT members remaining on the ordered rosters after the completion of the process described above. The next remaining member on the ordered roster will be designated as an alternate.

10. If, prior to the hearing of evidence, any Hearing Committee member is unable to continue service on the Committee, the UCFT shall appoint the alternate as the replacement member. If, due to attrition, the Hearing Committee membership is reduced to four after hearing evidence has begun, the hearing process shall continue. Further attrition shall result in reinitiation of the process.

11. The Presiding Officer shall arrange that a record of the Hearing Committee selection process be made and become part of the official case record. Upon request, a copy will be provided to the parties.

12. After the selection of the Hearing Committee, the Hearing Committee shall elect its Chairperson from its membership by majority vote. The Hearing Committee Chairperson shall be in charge of the hearing process from this point until the Hearing Committee has submitted its report and recommendations.

13. The University shall provide legal counsel for the Presiding Officer and for the Hearing Committee.
Appendix II
Procedure for the Hearing

1. The Chairperson of the Hearing Committee shall be in charge of the hearing.

2. Legal counsel for the Hearing Committee may be present at all hearings and deliberations.

3. Hearing sessions may be scheduled, at the discretion of the Chairperson, on any weekday, weekends during the hours from 8:00 a.m. to 10:00 p.m., or, by unanimous consent of the parties and Hearing Committee members, on University holidays. Reasonable efforts shall be made to accommodate the scheduling requests of the parties and Hearing Committee members.

4. All discussions and votes by the Hearing Committee shall be in executive session. Minutes will not be taken of such sessions and any notes taken during such sessions will not become part of the record of the case.

5. The hearing shall be conducted in an informal manner to the greatest extent possible. Formal rules of evidence do not apply.

6. The Chairperson of the Hearing Committee may, in his/her discretion, exclude evidence, including witness testimony, if the Chairperson determines that such evidence is not relevant to the charges at issue.

7. The Chairperson of the Hearing Committee shall read the charges against the faculty member.

8. The Chairperson of the Hearing Committee shall request an initial statement summarizing the faculty member's responses, which may be presented by the faculty member or his/her advisor or legal counsel.

9. The charging party (or his/her representative, advisor, or legal counsel) shall present documents/testimony to support the charges. The faculty member and his/her advisor or legal counsel have the right to cross-examine all witnesses. The Hearing Committee will normally withhold questions until the cross-examination of the witness has been completed.

10. The faculty member (or his/her representative, advisor, or legal counsel) shall present documents/testimony to refute the charges. The charging party and his/her legal counsel have the right to cross-examine witnesses. The Hearing Committee will normally withhold questions until the cross-examination of the witness has been completed.

11. After the faculty member's witnesses have completed their testimony, including any cross-examination, the charging party may present rebuttal evidence. Rebuttal evidence shall be limited to new matters introduced in the faculty member's case.
Surrebuttal evidence (limited to evidence rebutting the charging party's rebuttal evidence) shall also be allowed.

12. The charging party (or his/her representative, advisor, or legal counsel) shall present his/her closing argument.

13. The faculty member (or his/her representative, advisor, or legal counsel) shall present his/her closing argument.

14. The Hearing Committee shall deliberate to prepare its report and recommendations.

Appendix III
Procedures for Selecting Dismissal for Cause Review Officer

1. A panel of ten tenured faculty members shall be established from which one shall be selected by the President of the University to advise the Provost when a dean or separately reporting director proposes to initiate dismissal for cause proceedings against a faculty member under Section I of the Policy. The reviewer, called the Dismissal for Cause Review Officer, or the Review Officer, may not be from the same college as the faculty member against whom charges may be filed or the dean/separately reporting director filing the charges.

2. The panel shall be composed of tenured faculty members selected by the President in consultation with the Chairpersons of the UCFT and University Committee on Faculty Affairs. It is preferable for panel members to be tenured faculty selected who have (a) experience in chairing grievance panels, standing or ad hoc committees, (b) training or experience in grievances, arbitration, and/or mediation, or (c) legal training.

3. Panel members shall serve at the pleasure of the President, with vacancies filled in accordance with the procedure stated above.