
SUBJECT: ADVANCEMENT AND TENURE POLICY

1.0 PURPOSE

- 1.1 This Policy establishes the criteria and procedures relative to rank advancement and tenure of faculty.
- 1.2 Rank advancement and tenure express the College's commitment to, and faith in, a faculty member's ongoing career and expected life-long contributions to the College community. Rank advancement and tenure are granted based on careful evaluation of what a faculty member will bring to the College through effective teaching, professional activities, and service throughout his or her career. Rank advancement and tenure are not rights, they are conferred by the College in its discretion to the best faculty members.

2.0 DEFINITIONS

- 2.1 Academic Freedom: Snow College operates by the definitions of academic freedom established in Regents Policy R481 which states:
 - 2.1.1 **Academic Freedom: Introduction:** The institutions are operated for the common good and not to further the interest of either the individual faculty member or the institution as a whole. The common good depends upon the free search for truth and its free exposition. Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights. (See section 3.4.) Institutional policies shall indicate how the concept of academic freedom applies to teaching, research and public life.
 - 2.1.2 **Academic Freedom in Teaching:** Faculty members possess the right to full freedom in the classroom to discuss their subjects. They may present any controversial material relevant to their courses of instruction, but they shall be careful not to introduce into their teaching controversial matter which has no relation to the subject being taught.
 - 2.1.3 **Academic Freedom in Research:** A faculty member is entitled to full freedom in research and in the publication of the results. Research for pecuniary return should be conditional upon disclosure to and the consent of the officials of the institution.

- 2.1.4 **Academic Freedom in Public Life:** A college or university faculty member is a citizen, a member of a learned profession, and an officer of an educational institution. When the faculty member speaks or writes as a citizen, he/she should be free from institutional censorship or discipline, but the faculty member's special position in the community imposes special obligations. As a person of learning and an education officer, the faculty member should remember that the public may judge his/her profession and institution by his/her utterances. Hence the faculty member should at all times strive to be accurate, should exercise appropriate restraint, should show respect for others, and should make every effort to indicate that he/she is not speaking for the institution.
- 2.2 Acton Plan for Faculty (APF): A plan put in place for a faculty member when reviews by dean, chair, Faculty Evaluation Team (FET), or ATC indicate that significant improvement is needed in one or more areas.
- 2.3 Advancement and Tenure Committee (ATC). The ATC is a standing committee of the Faculty Senate. It is comprised of faculty representatives from each academic division and one member of the Faculty Senate. The ATC reviews candidates for rank advancement and tenure, using the procedures set forth in this document and makes recommendations for or against rank advancement and/or tenure to the President of the College.
- 2.4 Candidate: A faculty member being evaluated for tenure or rank advancement.
- 2.5 Faculty Development Plan: A plan that individual faculty members create that addresses their responsibilities in regard to teaching, service, and professionalism.
- 2.6 Faculty Evaluation Team (FET): A team of faculty colleagues who evaluate individual faculty members in their path towards tenure and rank advancement. The FET recommends for or against rank advancement or tenure of individual faculty members.
- 2.7 Faculty member: A faculty member in this document refers to a faculty member who has been hired and is eligible for rank advancement and tenure at Snow College.
- 2.8 Memo of Understanding (MOU): The MOU is a document agreed to by an individual faculty member and the College and specifies responsibilities, both general and specific, in regards to the faculty member's employment at Snow College. Added responsibilities or a change of responsibilities may require an addendum to the MOU or the creation of a revised MOU.
- 2.9 Non-renewal: A decision that recommends (in the case of the ATC) or concludes (in the case of the President) that a faculty member's contract will not be renewed.

Normally, non-renewal occurs during pre-tenure years or at the time of final tenure review.

- 2.10 Professional development (activities): Those activities that a faculty member participates in regarding professional research, improving instructional skills, and engagement in a relevant academic area of training.
- 2.11 Professionalism: The ethical, moral, collegial and professional behavior in which a faculty member is expected to conduct themselves around students, staff and faculty colleagues.
- 2.12 Rank Advancement: Upon beginning service at Snow College, faculty members are assigned the academic rank of instructor or assistant professor. Faculty members who demonstrate exemplary teaching, professional development, and service to the College and community are eligible to be advanced to higher academic ranks (assistant professor, associate professor, professor) after a complete review. The review procedures are set forth in this document.
- 2.13 Sabbatical: A professional hiatus sanctioned by the College that allows a faculty member to conduct research or teaching outside the faculty member's normal teaching responsibilities at Snow College. The granting of sabbatical leaves is dependent on the College's financial ability to support sabbaticals.
- 2.14 Service: Service rendered on the part of a faculty member to the College. Only service as described in Section Four of this document is relevant to tenure and rank advancement considerations.
- 2.15 Teaching: Course instruction in classroom, lab, and studio settings, or in locations and conditions agreed upon in a faculty member's MOU that conforms with the College's mission as a teaching institution.
- 2.16 Tenure: Tenure is a declaration made by the Snow College Board of Trustees that removes a faculty member from probationary status. It is granted based on careful evaluation of what a faculty member will bring to the College through effective teaching, professional activities, and service throughout his or her career. Once tenured, a faculty member may be terminated only for cause, except in the case of bona fide program or unit discontinuance or bona fide financial exigency.
- 2.17 Terminal degree: A terminal degree is an academic degree that acknowledges mastery and completion of advanced study in a particular field. Usually a terminal degree is a doctoral degree (PhD, M.D., D.A., DFA, etc.), but can include other degrees such as the MFA as agreed to by the Snow College Board of Trustees.
- 2.18 Year. A year is an academic period of two semesters. While teaching is assessed for summer term sessions, a summer term is not counted towards completing an academic

year. Completion means successfully teaching for the entire semester with no major absences. If a faculty member misses more than ten class days in a semester, the department chair, dean and CAO will determine how best to serve the needs of the students and the faculty member. A year typically includes full-time teaching for a consecutive fall and spring semester but, with approval of the ATC, may include two fall semesters, two spring semesters or a mix of fall and spring semesters or other special circumstances to achieve the required years of service to be evaluated for and qualify for tenure. Faculty members who take medical leave or another type of leave only count those years when they are actively teaching at Snow College towards their tenure clock. Time spent on an approved Sabbatical may also count towards a faculty member's rank advancement. A year may also include a mix of teaching and serving in administrative positions as provided in the Faculty Workload Document. A faculty member who is in the third or sixth year of service will be evaluated.

3.0 TENURE

- 3.1 The laws of the State of Utah, policies of the Utah Board of Regents and this Policy of Snow College provide for the awarding of tenure.
- 3.2 Once tenured, a faculty member may be terminated only for cause, except in the case of bona fide program or unit discontinuance or bona fide financial exigency. If a program or unit is discontinued, the College shall make reasonable effort to give to each affected faculty member as much notice as possible but no less than six months' notice.
- 3.3 The Tenure consideration process is conducted by the ATC with the valuable input and initial efforts of a department-centered FET that evaluates individual candidates and recommends for or against their tenure. Faculty members in one-person departments will have their tenure consideration reviews conducted at the division level. College administration also has an important role in the tenure process. The ATC recommends candidates for tenure and/or rank advancement to the CAO and president. The president determines whether or not to forward the recommendations to the Snow College Board of Trustees. The Board of Trustees make the ultimate decisions on tenure.
- 3.4 The tenure process should be clear and fair to faculty members as well as the College. All proceedings connected with the tenure process should be professional and civil, keeping in mind that respect is owed to all parties involved with the process, especially faculty members who are devoting a large portion of their career to seeking tenure. All proceedings shall be kept confidential and not shared with anyone outside the process.
- 3.5 Tenure-track faculty members do not have tenure rights and serve in a probationary status, usually for a period of six years (twelve semesters) of continuous service as a tenure-track faculty member (the consideration period). Within the consideration period, a tenure-track faculty member must achieve tenure or face dismissal from the College. Any non-tenured faculty member, including those on tenure-track, may not be renewed, with or without cause, effective at the end of an academic year. Although typically the

procedures outlined in this Policy will be followed before a non-renewal is decided upon, non-renewal may be decided upon at any time and for any legal reason at the discretion of the administration. If non-renewal is decided upon, notice will be given to the faculty member of non-renewal no later than March 1 of the first academic year of service, if the appointment expires at the end of the academic year; or, if a one-year appointment terminates during an academic year, notice should be given at least three months in advance of termination. Notice of non-renewal shall be given no later than December 15 of the second academic year of service, if the appointment expires at the end of that year; or, if an initial two-year appointment terminates during an academic year, notice should be given at least six months in advance of termination. After two or more years of service at the College the minimum period for notice of non-renewal is six months before the expiration of an appointment.

- 3.6 An MOU will state the terms and conditions of every faculty appointment including whether a position is tenure-track. Any exceptions to the usual six years of service required for tenure consideration will be noted in a new MOU or in an addendum to the MOU.
- 3.7 During the consideration period, tenure-track faculty members enjoy the same rights of academic freedom that all other faculty members enjoy.
- 3.8 Special Considerations Related to Tenure.
 - 3.8.1 If a faculty member is hired mid-year (spring semester), he or she will follow the timelines established for faculty who are hired to begin in the fall semester that follows.
 - 3.8.2 The tenure consideration period is normally limited to six years (twelve semesters). It may be extended upon written approval of the President of Snow College for appropriate reasons. Such reasons may include approved FMLA leave or as a result of a reasonable accommodation for a disability. In general, the consideration period will not be extended more than one year. Exceptions will be handled case by case and reference the faculty member's MOU and letters of support by appropriate supervisors.
 - 3.8.3 Faculty members begin the final tenure review process in their tenth semester of service. The ATC considers the candidates application in the eleventh month of service. If a faculty member is evaluated for tenure and is not recommended for tenure, they will not be considered for tenure again. The denial of tenure will serve as notice of non-renewal.
 - 3.8.4 The tenure consideration period may also be shortened to less than six years (twelve months) upon written approval of the Vice President of Academic Affairs, after consultation with the Department Chair, Division Dean and the ATC. Examples of when the consideration period may be shortened are (1) previous exemplary

experience as documented as a full-time faculty member at accredited colleges or universities, including Snow College, but credit may not be given for more than three years. Requests may be submitted before a faculty member is hired or at any time until the end of the second year of the consideration period. (2) Exemplary service as an administrator or staff member at Snow College. (3) For clearly meritorious reasons including tenure achieved at another institution. No faculty member may achieve tenure without at least one year of teaching as a faculty member at Snow College. Administrators and staff members being considered for tenure must demonstrate teaching proficiency before being awarded tenure. If the consideration period is reduced, the tenure-track faculty member should be placed on the evaluation schedule at the appropriate year; i.e., if a one-year reduction is given, the faculty member starts at the second year; if a two-year reduction is given, the faculty members starts at the third year, etc., except at least one pre-tenure review shall occur before consideration for tenure.

3.8.5 Full-time non-tenure-track faculty members (e.g., professional-track or term faculty) who switch to tenure track may request the ATC to apply up to three years of prior service toward the tenure consideration period if they have undergone annual dean reviews during their professional-track service. Once switched to tenure-track, they must undergo at least one pre-tenure review before applying for final tenure.

3.8.6 Full-time administrative staff who have achieved tenure status as a faculty member at an accredited institution of higher education at the time of hire at Snow College are eligible to apply for tenure at Snow College after one year of full-time employment. If tenure is awarded, the employee has the option at the completion of his/her full-time administrative assignment to become a full-time tenured faculty member within the appropriate department if there is a full-time tenure-track position available.

4.0 EVALUATION MATERIALS AND CRITERIA

4.1 All faculty members will maintain a professional dossier that includes the following:

4.1.1 A current curriculum vitae. This curriculum vitae will list faculty members' post-secondary education and certifications, including applicable coursework beyond their most recent degree; courses taught or developed for Snow College; other work responsibilities for which faculty members received Credit Hour Equivalency (CHE) or financial remuneration from Snow College; service given to Snow College, the profession, or the community without CHE or financial remuneration; professional presentations, publications, and creative works; and professional development that faculty members have completed that is applicable to their assignments. Faculty members will include when they were paid for service, presentations, publications, or professional development.

- 4.1.2 Memo of Understanding (MOU). Faculty members will keep their most recent MOU in their professional dossier. Older MOUs should be kept in the dossier.
- 4.1.3 Annual evaluations and Three-Year evaluations. Annual evaluations are conducted for tenure-track faculty members. The department chair will conduct the annual evaluation for tenure-track faculty members, and the division dean will conduct evaluations every three years for tenured faculty. Deans can assist department chairs in annual evaluations when the chair's evaluation load is particularly heavy. If a chair is not tenured, or is being evaluated, the dean may perform the evaluations. Deans will conduct the three-year evaluation once a faculty member is post-tenure. Annual and three-year evaluations include a review of the faculty member's teaching, professional development activities, and service. Deans are evaluated every three years by the CAO.
- 4.1.4 A Faculty Development Plan. A FDP is a plan that is crafted by a faculty member, with input and approval by the department chair and dean, and signed by their ATC division representative. The FDP states the faculty member's responsibilities and goals as a faculty member of their department and Snow College and how they plan to accomplish those responsibilities. A FDP shall take into account differing responsibilities between departments. (For example, a FDP for teaching in a Fine Arts department may include private lessons, College performances, and community plays or concerts as part of the faculty member's responsibilities. A FDP for Athletics may include competitions as part of the faculty member's responsibilities.)
- 4.1.5 Action Plan for Faculty (APF). An Action Plan for Faculty (APF) may be put in place for a faculty member when reviews by dean, chair, Faculty Evaluation Team (FET), ATC, or CAO (Chief Academic Officer) indicate that significant improvement is needed in one or more areas. Once an APF is created, the faculty member should actively work on improvement in all areas specified in the APF and should submit annual self-evaluations that clearly document those efforts. The dean or chair should follow-up with the faculty member regularly to offer support and to document APF progress. If one is created, the APF and documentation of improvement should be included in the dossier.
- 4.1.6 Current self-evaluations. Tenure-track faculty will submit annual self-evaluations to their dossier and tenured faculty will submit self-evaluations every three years. The self-evaluations will describe how well they have met evaluation criteria in teaching, professional development, and service. They will include information about their progress toward meeting their responsibilities and goals from their FDP (and APF, if applicable). They will assess their strengths and weaknesses, and how they have addressed weaknesses identified by students, peers, and chairs and/or deans. Tenured faculty who have an APF in place must complete annual

self-evaluations until improvement has been noted by the department chair and division dean.

- 4.1.7 Syllabi as distributed to students for all courses taught during the previous three years. (One syllabus submitted per course, not per section; e.g., a faculty member in the English Department would submit ONE syllabus for ENGL 1010, ONE syllabus for ENGL 2010, and syllabi for any non-composition courses taught during the previous three years.) Courses taught online or as a hybrid must have syllabi submitted for review, even if the candidate is teaching the same course face-to-face.
 - 4.1.8 Sample assignments and assessments (e.g., quizzes, exams, essay assignments, research papers) used for courses taught by the faculty member. Not all assignments need to be submitted, but enough assignments should be submitted to give evaluators a full representation of work required in the candidate's courses. Evaluators may request all assignments be submitted if they feel it is necessary for a complete evaluation.
 - 4.1.9 Any additional materials required by the faculty member's division.
 - 4.1.10 Faculty members will send an up-to-date copy of their professional dossiers to the CAO's office when they are being reviewed by the ATC (see Section 5 for submission timelines). A faculty member may choose to update any information in his or her dossier as they feel may be useful in the evaluation process. FETs, department chairs, division deans, and the ATC may have access to the professional dossier for purposes of evaluating a faculty member's candidacy for rank advancement and tenure. The CAO, president, and members of the Board of Trustees may also view the dossier.
- 4.2 While faculty members will be evaluated on their dossier, evaluations may also include a review of the following:
- 4.2.1 All previous self-evaluations, FDPs, APFs, department chairs' and deans' evaluations, student evaluations, and classroom evaluation reports throughout the candidate's career.
 - 4.2.2 Letters from department chairs, division deans, colleagues, and community members with information relevant in evaluating service to the College or the profession and professionalism as a member of the College community. A maximum of five letters may be submitted each year.
 - 4.2.3 The FET and ATC may or may not choose to interview candidates for interim tenure review, tenure review, or rank advancement.

4.3 Each division has a unique place in fulfilling the mission of Snow College. As a result, it is acknowledged that faculty assignments often differ from one division to another. Therefore, each division will submit to the ATC an explanation of additional criteria and considerations their FDPs include that are taken into account when evaluating their faculty. The ATC will review these criteria and will work with deans to ensure that evaluation criteria are fair and do not diverge drastically from criteria in other divisions but the ATC will have final say on including additional criteria. Divisions will review their criteria and considerations on a regular basis and submit changes for approval as needed.

4.4 **Evaluation Criteria**

4.4.1 Snow College is a teaching institution. First and foremost, faculty members must be effective teachers and dedicated to fulfilling the mission of the College. Faculty members are also evaluated for professional development and service and collegiality. Faculty are rated as one of the following in each area of performance:

- Exceeds Expectations
- Meets Expectations
- Needs Improvement

4.4.2 **Evaluating teaching**

4.4.2.1 Teaching is the most important factor in evaluation. Teachers who are effective:

- 4.4.2.1.1 Offer courses that are engaging, relevant and rigorous. Material presented in each course is accurate, up-to-date and revised on a regular basis.
- 4.4.2.1.2 Communicate course standards and learning outcomes clearly. They use appropriate teaching methods and align learning activities, assignments and assessments to help students achieve established outcomes.
- 4.4.2.1.3 Motivate students with their mastery of and enthusiasm for their discipline and their respect and concern for students. They are available to help students outside of classrooms, labs, and studios, and seek to mentor them as appropriate.

4.4.2.2 Snow College recognizes diversity in teaching assignments across disciplines. A faculty member's MOU and the current Snow College Workload Policy should be taken into consideration when evaluating the nature and effectiveness of their teaching.

4.4.3 Evaluating Professional Development

4.4.3.1 All full-time faculty members are expected to pursue activities that contribute to their professional development. Faculty members should consult with their chair and/or division dean to identify appropriate professional development goals and activities to support their teaching and other responsibilities. They should establish a realistic timeline for reaching goals and include this information in their FDP. Faculty members will report their progress to their chairs and deans on a regular basis, not less than once a year for tenure-track faculty members and not less than once every three years for tenured faculty members.

4.4.4 Evaluating Service and Professionalism

4.4.4.1 All full-time faculty are expected to participate in College governance by attending and contributing to department and division meetings. They must exhibit professional, ethical behavior, and cooperate with colleagues in and out of their departments and division to create a work environment where different opinions (about policy, academics) can be discussed without resorting to abusive language or behavior. Faculty members should serve regularly and dutifully on College committees or in other capacities of governance and activities that support the institution, including student recruitment and retention.

4.4.4.2 All full-time faculty are expected to participate in the regular assessment of programs and courses. They should be timely in completing assignments that include—but are not limited to—regular reviews of course syllabi and program outcomes.

4.4.4.3 Snow College values engagement and expects that all full-time faculty will model engagement by seeking opportunities to contribute to their profession and community.

5.0 SCHEDULE AND SEQUENCE OF FACULTY EVALUATIONS

In general, this policy sets forth the schedule and sequence of annual evaluations and rank advancement and tenure evaluations. However, as experience informs this policy, the ATC may set a different schedule and sequence of events in a document titled “ATC Timelines” to be appended to this policy. The ATC timelines may change procedural dates, for example the due dates for when materials must be submitted or when various bodies meet to consider matters within their purview, but the substance of the policy shall not be changed.

5.1 Annual and Three-Year Evaluations

- 5.1.1** Regular evaluations are an important part of the tenure process but are also an important part of evaluating all faculty—tenured, tenure-track, non-tenure track and adjuncts. Thus all faculty will be evaluated on a regular basis. Annual evaluations are conducted for tenure-track faculty members. The department chair will conduct the annual evaluation for tenure-track faculty members and the division dean will conduct evaluations every three years for tenured faculty. Deans can assist department chairs in annual evaluations when the department chair’s evaluation load is particularly heavy or when the department chair is being evaluated. If a chair is not tenured, the dean may perform the evaluations. Deans will conduct the three-year evaluation once a faculty member is post-tenure.
- 5.1.2** The annual evaluation of tenure-track faculty will include:

 - 5.1.2.1** a review of the Faculty Development Plan;
 - 5.1.2.2** a self-evaluation;
 - 5.1.2.3** a comprehensive review by the chair or dean of teaching, professional development and service.
- 5.1.3** For tenured faculty, the three-year evaluation will focus on teaching and a review of the FDP and include:

 - 5.1.3.1** a review of the Faculty Development Plan;
 - 5.1.3.2** a self-evaluation;
 - 5.1.3.3** a comprehensive review by the chair or dean of teaching, professional development and service.
- 5.1.4** All annual and three-year evaluations will be conducted before April 15 of the spring semester.
- 5.1.5** If, as a result of the annual evaluation, a tenure-track faculty member is found to not be meeting the minimum standards required of a faculty member of his or her discipline, the department chair or dean shall meet with the CAO to discuss remediation, discipline or non-renewal. An Action Plan for Faculty (APF) will be completed by the chair, dean, and faculty member to guide performance improvement.
- 5.1.6** If, as a result of the three-year evaluation, a tenured faculty member is found to not be meeting the minimum standards required of a tenured member of his or her discipline, he or she is responsible for remediating the deficiencies, and the College shall assist through the completion of an

APF. A faculty member's failure to successfully remediate deficiencies may result in disciplinary action according to policy.

- 5.1.7** Deans serve at the will of the administration as a dean but also have status as a faculty member. Persons serving as deans will have regular reviews as described above, either annually if tenure-track or three-years if tenured, with regard to their status as a faculty member. The CAO will conduct this review. The CAO also conducts an annual evaluation of each dean according to criteria established in the document entitled "Duties and Responsibilities of Deans and Department Chairs."

5.2 Tenure-Track Evaluations

- 5.2.1** The ATC will evaluate tenure-track faculty members during their third year with regard to their progress towards tenure ("Tenure Progress Evaluation"). The ATC shall also evaluate tenure-track faculty with regard to a recommendation for tenure ("Final Tenure Evaluation").
- 5.2.2** Deans will organize a Faculty Evaluation Team (FET) for each tenure-track faculty member who will conduct the first step in a Tenure Progress Evaluation. In addition to evaluating the faculty candidate, the FET also recommends for or against tenure. If the FET does not reach a unanimous decision, a dissenting FET member should submit a separate letter stating reasons why the FET member feels the candidate should or should not be recommended. The FET consists of at least two faculty members from the department (preferably) and/or division of the faculty candidate under review, and at least one faculty member outside the division. For small departments, it may be necessary to have all FET members comprised of evaluators from outside the department. The dean will appoint one tenured faculty member to serve as the Lead of the FET. The dean shall consider the input of the department chair, the division representative to the ATC, and the faculty member being reviewed as to membership of the FET, but the dean's decision shall be final. FET members should have the expertise required to adequately and fairly evaluate the candidate's teaching, professional development and service. Members of the ATC may also serve on an FET but may not serve as the Lead.
- 5.2.2.1** A candidate may object to a member of the ATC or FET evaluating them based on bias. Prior to an ATC review of a candidate, a written objection should be made to the Chair of the ATC detailing the claim of bias. The Chair will convene a special meeting of the ATC to consider and advise regarding the objection. The ATC will review the objection, hear from the candidate and the objected to member, and then advise the Chair. The Chair shall

then rule whether the objected to member will be recused and replaced on a temporary basis. If the Chair of the ATC is objected to, the Faculty Senate representative will receive the objection, convene the special meeting, and rule. The Chair of the ATC will work with the division dean and/or department chair if a member of the FET is objected to by a candidate.

5.3 Third-Year, Interim Tenure Review

- 5.3.1** This evaluation assesses in great depth the faculty member's progress towards tenure.
- 5.3.2** Candidates undergoing the interim evaluation submit their dossiers and a letter of application to the CAO no later than 5:00 p.m. of the second Friday of their fourth semester. The dossier should include the materials listed in section four of this document.
- 5.3.3** The FET will review the evaluation materials and evaluation criteria and may solicit the input of the department chair and/or dean and conduct further inquiry as it deems appropriate.
- 5.3.4** By 5:00 p.m. on the eighth Friday of the fourth semester, the FET will share their evaluation of the candidate with the candidate, department chair, and dean. The candidate, department chair and dean should write notes of agreement or disagreement with the outcome reached by the FET. If it chooses to do so, the FET may recommend dismissal if they believe adequate progress is not being made towards tenure. The candidate, department chair and dean may submit additional information, including additional documentation and/or a rebuttal if they disagree with the evaluation. These responses must be submitted to the FET Lead by 5:00 p.m. of the tenth Friday of the semester. The FET may revise its evaluation if it feels a change is warranted.
- 5.3.5** End of fourth semester: The FET completes the evaluation and submits it to the ATC, including the candidate's dossier and any additional documentation and rebuttal that was submitted by the candidate, the department chair and division dean. If the FET does not reach a unanimous decision, a dissenting FET member should submit a separate letter stating reasons why the FET member feels the candidate should or should not be recommended. The FET's evaluation is submitted to the ATC no later than 30 days after the end of the semester.
- 5.3.6** Fifth semester: FET evaluations shall be reviewed by the ATC as part of their evaluation. The ATC may conduct further investigation, ask for

additional materials, interview persons including the candidate, chair or dean and otherwise act to fully inform itself of the candidate's qualifications and progress. After consideration and review by the ATC, the members shall vote and may:

5.3.6.1 Recommend the candidate's continued status as tenure-track.

5.3.6.2 Direct that further review and/or information gathering occur and set a due date for a follow-up report;

5.3.6.3 Issue a letter of progress or concern.

5.3.6.3.1 A letter of progress may note any goals or areas for a candidate to improve in.

5.3.6.3.2 A letter of concern should be specific as to deficiencies or concerns about the candidate's progress and include goals and remediation measures.

5.3.6.4 The ATC may also recommend dismissal of the faculty member to the CAO and President of the College.

5.3.6.5 The candidate is notified of the results of the ATC's evaluation and provided the letter of progress or concern.

5.4 Final tenure evaluation

5.4.1 The awarding of tenure is based on a record of effective teaching, professional development, service and the long-term needs of Snow College. There must be a compelling case to award tenure to a candidate. The tenure evaluation is done with utmost care and goes into greater depth than any previous evaluation.

5.4.2 In the tenth semester (or in the year the candidate is applying for tenure), candidates submit their dossier and a letter of application to the CAO no later than 5:00 p.m. on the second Friday of the semester. The dossier should include the materials listed in evaluation materials.

5.4.3 The FET will review the evaluation materials and evaluation criteria and may solicit the input of the department chair and/or dean and conduct further inquiry as it deems appropriate.

5.4.4 By 5:00 p.m. on the eighth Friday of the tenth semester, the FET will share their evaluation of the candidate with the candidate, department chair, and dean. The FET makes a recommendation for or against tenure.

The candidate, department chair and dean should write notes of agreement or disagreement with the outcome reached by the FET. If the FET does not reach a unanimous decision, a dissenting FET member should submit a separate letter stating reasons why the FET members feels the candidate should or should not be recommended. The candidate, department chair, and dean may submit additional information, including additional documentation and/or a rebuttal if they disagree with the evaluation. These responses must be submitted by 5:00 p.m. of the tenth Friday of the semester. The FET may revise its evaluation if it feels a change is warranted.

- 5.4.5** End of tenth semester: The FET completes the evaluation and submits it to the ATC, including the candidate's dossier and any additional documentation and rebuttal that was submitted by the candidate, the department chair and division dean. The FET's evaluation is submitted to the ATC no later than 30 days after the end of the semester.
- 5.4.6** In the eleventh semester (or such earlier semester the candidate is applying for tenure): FET evaluations shall be reviewed by the ATC as part of their evaluation. The ATC may conduct further investigation, ask for additional materials, interview persons including the candidate, chair or dean, and otherwise act to fully inform themselves of the candidate's qualifications and progress. After consideration and review by the ATC, the members shall vote and may:
 - 5.4.6.1** direct that further review and/or information gathering occur and set a due date for a follow-up report;
 - 5.4.6.2** issue a recommendation for granting tenure;
 - 5.4.6.3** issue a recommendation against tenure.
- 5.4.7** The ATC will forward its recommendation and the FET's evaluation to the CAO.
- 5.4.8** The eleventh semester, or earlier semester when applicable: The CAO shall send the FET's evaluation, the ATC's recommendation, and his/her separate recommendation for or against tenure, to the president of the College. After evaluation and consideration of the recommendations and any other information deemed pertinent, the president may decline tenure or submit a recommendation for tenure to the Board of Trustees. The Board makes the final decision on all awards of tenure. The president shall report in writing his or her decision or the decision of the Board of Trustees to the ATC and to each candidate as soon as possible and prior to the expiration of the current contract.

- 5.4.9** In making its decision, the Board of Trustees shall carefully consider the recommendations of the FET, the ATC, the CAO, and the president; may interview the faculty member proposed for tenure; may interview other interested persons; and may seek and evaluate other pertinent information.

6.0 RANK ADVANCEMENT

6.1 Instructor and Assistant Professor Ranks

- 6.1.1** Faculty members who hold a terminal degree at the time of employment will be awarded the rank of assistant professor when hired. Faculty members who are hired with degrees and certificates other than terminal degrees will be hired at the instructor level.
- 6.1.2** A faculty member who holds the rank of instructor may be advanced to the rank of assistant professor at the time of their interim review. The criteria for advancement are the same criteria as the interim year review. The candidate should request rank advancement at that time in connection with the review. The FET and then the ATC shall include in its review a recommendation for or against rank advancement and the recommendations shall be forwarded to the CAO. If the FET does not reach a unanimous decision, a dissenting FET member should submit a separate letter stating reasons why she or he feels the candidate should or should not be recommended. The CAO will review the recommendations and submit them together with his or her own recommendation to the president who will make a final recommendation to the Board of Trustees. If a faculty member is not advanced to the rank of assistant professor at the time of their interim review, he/she may apply for rank advancement in subsequent years, but must undergo another review by the FET and ATC and submit his/her dossier and address concerns that resulted in denial of the previous request for rank advancement. The dossier for a subsequent evaluation for assistant professor must be submitted to the CAO's office no later than 5:00 p.m. on the second Friday of the fall semester. The criteria for rank advancement are the same as the criteria for tenure. Under normal circumstances, the rank of assistant professor should be achieved by the time tenure is awarded.

6.2 Advancement to Associate Professor

- 6.2.1** Faculty members who are at the rank of assistant professor for more than ten semesters may apply for advancement to the rank of associate professor. If desired by the candidate, a request for rank advancement may be made as part of final tenure review or a request for rank advancement may be made separately. If the request is made at a time

other than during the tenure review, the candidate's dossier must be submitted to the CAO's office no later than 5:00 p.m. on the second Friday of the fall semester. If a member of the ATC, including the Chair, is a candidate under consideration for advancement, his or her dean will designate another tenured faculty member to review the candidate's dossier and attend the deliberation and vote in the regular member's place. If the Faculty Senate representative is under consideration for advancement, the Faculty Senate president will designate a substitute.

6.2.2 The procedure follows the final tenure review process.

6.3 Rank advancement to Professor

6.3.1 Faculty members who have consistently given quality service to the College as an effective teacher and who have demonstrated a sustained record of professional development and service to the College may apply to be advanced to the rank of professor according to the following schedule:

6.3.1.1 A faculty member with a terminal degree may apply to be advanced to the rank of professor after completing 16 semesters as an associate professor.

6.3.1.2 A faculty member without a terminal degree may apply to be advanced to the rank of professor after a period of 20 semesters as an associate professor.

6.3.2 The procedure follows the final tenure review process. Candidates' dossiers must be submitted to the CAO's office by the second Friday of the fall semester. If a member of the ATC, including the Chair, is a candidate under consideration for advancement, his or her dean will designate another tenured faculty member to review the candidate's dossier and attend the deliberation and vote in the regular member's place. If the Faculty Senate representative is under consideration for advancement, the Faculty Senate president will designate a substitute.

6.3.3 If the FET or ATC recommend against rank advancement, the ATC will appoint a person to meet with the candidate and discuss the reasons why rank advancement is not being recommended, to be confirmed in writing. At any time, including after a recommendation against rank advancement, a candidate may withdraw his or her application. If the FET does not reach a unanimous decision, a dissenting FET member should submit a separate letter stating reasons why she or he feels the candidate should or should not be recommended. A candidate may apply for rank

advancement once during any year in which he or she is eligible and may apply multiple times but not more than twice in any four-year calendar period.

7.0 APPEALS

- 7.1** A faculty member who is denied rank advancement or tenure may appeal the decision by notifying the College President in writing within 30 calendar days of the decision and specify the grounds for the appeal. The College President will review the appeal and if it is untimely shall notify the faculty member that the appeal will not be considered.
- 7.2** If the appeal is timely it shall be forwarded to the Senate President who will appoint an Appeals Committee of five tenured faculty members: one from each academic division. Normally, the members of this committee should be members of the Faculty Senate, but the Senate President may, under rare circumstances, appoint faculty members outside the Senate to serve on the Appeals Committee. The candidate may object to any Appeals Committee member on the grounds of bias and must articulate the reasons why he or she thinks there is bias. The Faculty Senate President, in consultation with the College legal counsel, may investigate and shall determine if bias has been shown and if so replace that member.
- 7.3** The purpose of the Appeals Committee is to determine if the candidate has received the process dictated by this Policy. If the Appeals Committee determines the process has been followed, it will notify the candidate of the decision in writing and the appeals process is completed. If the Appeals Committee determines that the process has not been followed correctly, it will notify the ATC, the CAO, and the President, who will meet with the Appeals Committee to determine what steps should be taken to readdress the candidate's application and rectify mistakes made in the evaluation process, returning it to the point where a mistake was made. Any appeal must be filed with the president of the Faculty Senate in writing within 30 days after the candidate is notified of a decision. The process will then proceed in as timely a manner as possible.
- 7.4** In its discretion, the Appeals Committee may review an appeal and consider if reconsideration is appropriate because of mistake, misperception or other clear error. If the Appeals Committee determines reconsideration is appropriate it shall return the evaluation or rank advancement request to the level where error is perceived with a request to reconsider the matter and the reasons why reconsideration is requested. The evaluation or rank advancement request shall then be reconsidered and if the decision is changed proceed through the process from that point onward. Further appeals shall not be allowed.

8.0 ADDITIONAL PROVISIONS.

- 8.1** If at any point in the rank advancement and tenure process a person or group fails to act in a timely manner, the candidate may file a request with the CAO directing the person or group to act as soon as possible. If the person or group continues to fail to act, the CAO may appoint a substitute to perform the duties required. If no action is taken it is considered a denial.
- 8.2** If a candidate for promotion, interim tenure, or tenure does not meet deadlines for submitting materials for evaluation as laid out in this document, the candidate will forfeit his or her opportunity for evaluation and interim candidates and candidates for tenure will be terminated. The ATC may consider evaluating a candidate who misses a deadline if it feels there are mitigating circumstances.
- 8.3** If needed, the ATC, in consultation with the Faculty Senate and Deans Council may make procedural changes to this document. Policy changes are substantive changes to evaluation criteria and eligibility and can only be changed with the approval of the Board of Trustees after consultation with the faculty and state attorney.
- 8.4** The timelines set forth in this Policy may be extended by the CAO for good cause shown.