

Snow College Advancement and Tenure Policy

1. PURPOSE

- 1.1. This Policy establishes the criteria and procedures relative to the advancement and tenure of faculty.
- 1.2. 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. 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. Advancement and tenure are not rights but must be earned and conferred by the College in its discretion to the best faculty members. The advancement and tenure process should be clear and fair for faculty members.

2. DEFINITIONS

- 2.1 Academic Freedom: Snow College operates 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.
- 2.2 Advancement: Upon beginning service at Snow College, faculty members are assigned the academic rank of instructor or assistant professor. Faculty members who demonstrate exemplary service to the College 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.
- 2.3 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. The ATC reviews candidates for advancement and tenure, using the procedures set forth in this document and makes recommendations for or against advancement and/or tenure to the President of the College.
- 2.4 Candidate: A faculty member who is being evaluated for tenure or advancement.
- 2.5 Faculty Development Plan: A plan that individual faculty members create that addresses their responsibilities in regards 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.
- 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.
- 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 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 Sabbatical: A professional hiatus, sanctioned by the College, that allows a faculty member to conduct research or teaching outside the a faculty member's normal teaching responsibilities at Snow College. The granting of sabbatical leaves are dependent on the College's financial ability to grant leaves. A sabbatical is normally granted for a period of one-semester.

2.13 Service: Service rendered on the part of a faculty member to the College and its mission.

2.14 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.

2.15 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.

2.16 Terminal degree: A terminal degree is an academic degree that acknowledges mastery and completion of advanced study in particular field of study. 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.

2.17 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. A major absence is the inability to teach for more than 10 class days or a failure to complete grading or other essential functions. 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. A Year may also include a mix of teaching and serving in administrative positions as provided in the Workload Document. A faculty member who achieves 2, 4 or 6 years of service after Fall Semester may, at the discretion of the ATC, be evaluated in the following academic year.

3. TENURE

3.1. The laws of the State of Utah, rules 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.

3.3. The Tenure consideration process is conducted by the ATC with the valuable input and initial efforts of a department-centered FET. College administration also has an important role in the tenure process. Ultimate tenure decisions are made by the Snow College Board of Trustees.

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 seven calendar years 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. After the first academic year of service notice shall be given no later than December 15.
- 3.6. A MOU will state the terms and conditions of every faculty appointment including whether a position is tenure track and any exceptions to the usual seven years of service required to be considered for tenure.
- 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.
 - 3.8.1. The tenure consideration period, which is normally limited to seven calendar years, 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.
 - 3.8.2. A faculty member may apply for tenure as early as the fifth year of service if superior evaluations are made during annual dean reviews and during pre-tenure reviews in the second and fourth years of service or as otherwise stated in the MOU. If a tenure-track faculty member is evaluated for tenure in their fifth or sixth Year and is not recommended for tenure, they will not be considered for tenure again and the denial of tenure will serve as notice of non-renewal and the faculty member will enter into a terminal year.
 - 3.8.3. The tenure consideration period may also be shortened to less than five calendar years 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. If the consideration period is reduced, the tenure track faculty member should be placed on the evaluations 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.

3.8.4. 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.

3.8.5. 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 staff member 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 only if there is a full-time tenure-track position available.

4. ADVANCEMENT AND TENURE COMMITTEE COMPOSITION

- 4.1. The Advancement and Tenure Committee (ATC) is a standing committee of the Faculty Senate. It consists of one tenured faculty senator appointed by the Faculty Senate and one tenured faculty member elected from each of the academic divisions. Current deans may not be elected. If no faculty senators are tenured, the Faculty Senate shall appoint a tenured faculty member to serve as the Faculty Senate representative to the ATC.
- 4.2. The elected faculty representatives from each academic division will serve two-year staggered terms up to 4 consecutive terms. The Senate representative to the ATC will serve at the pleasure of the Faculty Senate but shall not serve for more than 4 consecutive years.
- 4.3. 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 committee member's place. If the Faculty Senate representative is under consideration for advancement, the Faculty Senate president will designate a substitute.
- 4.4. If a member of the ATC, including the Chair, cannot participate on the ATC for a short period (one semester or less) or a member of the ATC is recused, his/her dean may designate a temporary replacement. If the ATC member is unable to participate for a longer period (more than one semester), his/her division will elect another member as soon as possible to complete the current term.
- 4.5. A member of the ATC, including the Chair, may be removed for cause (absences, failure to perform, or other good reason) by a vote of two-thirds of the ATC.
- 4.6. The chair of the ATC will be elected by the members of the ATC via secret ballot at the first meeting after division elections are completed. The chair will serve a one-year term

and may be reelected for up to two additional terms. If the Chair is absent, recused, or otherwise not available for a short period of time, the ATC, including the substitute for the Chair, shall elect a temporary Chair.

- 4.7. A Candidate may object to a member of the ATC 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.

5. MEETINGS OF THE ATC

- 5.1. The chair will have the duty to schedule meetings of the ATC as needed and call the ATC into session. The executive assistant in the office of Academic Affairs will serve as secretary to the ATC. At the direction of the chair, the secretary will provide support services for the ATC including providing an agenda, scheduling meeting rooms, notifying candidates of their eligibility status, recording and publishing minutes, and other duties as required to support the ATC. (The secretary does not have a vote on the ATC.) All members of the ATC must be given reasonable notice of a proposed meeting and there must be at least a majority of members present for a meeting to be held.
- 5.2. The ATC will meet as necessary to consider applications for changes in rank and awarding of tenure and will work in a timely manner. All committee members, or substitutes, will attend these meetings. The ATC will also meet as necessary to complete other ATC work.
- 5.3. Any ATC member may make a motion recommending action with regard to an evaluation, advancement, or tenure--for or against tenure, for or against advancement, or for dismissal of a faculty member. Each ATC member, including the chair, will have one "yea" or "nay" vote on motions made by ATC members. Committee members may not abstain from voting on these decisions. Proxy votes are not allowed--ATC members or substitutes must be present to vote. A motion is passed by a simple majority of the total membership of the ATC.

6. EVALUATION MATERIALS AND CRITERIA

- 6.1. All faculty members will maintain a professional dossier that includes the following:
 - 6.1.1. A complete and 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.

- 6.1.2. Memo or Understanding (MOU). Faculty members will keep their most recent MOU in their professional dossier. Older MOUs should be kept in the dossier.
- 6.1.3. Annual evaluations. The department chair will conduct the annual evaluation for tenure-track faculty members and the division dean will do so for tenured faculty. Annual evaluations include a review of the faculty member's teaching, professional development activities, and service. No more than three most recent annual evaluations will be used during FET and ATC reviews.
- 6.1.4. 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, stating 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 to be evaluated on. A FDP for Athletics may include competitions as part of the faculty member's responsibilities to be evaluated on.) Faculty in their first and second years of service will submit a one-year FDP. Faculty in their third, sixth, and every third year thereafter, will submit a three-year FDP.
- 6.1.5. A current self-evaluation: Tenure-track faculty will submit annual self-evaluations to their dossier, 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. 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 receive a rating of less than "Satisfactory: Meets College criteria" in any area of performance must submit annual self-evaluations until improvement has been noted by the department chair and division dean.
- 6.1.6. 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.)
- 6.1.7. Sample assignments and assessments (e.g., quizzes, exams, essay assignments, research papers) used for courses taught by the faculty member.
- 6.1.8. Faculty members will send a copy of their professional dossiers to the VPAA's office, updating as necessary. 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 advancement and tenure.
- 6.2. Faculty members will be evaluated on their dossier. Faculty members will also be evaluated on the following materials submitted directly to the VPAA's office:
 - 6.2.1. Student evaluations, evaluations of teaching submitted by faculty colleagues, chairs and deans, classroom visit reports.

- 6.2.2. Letters from department chairs, division deans, colleagues, and community members with information relevant in evaluating service and collegiality. A maximum of five letters may be submitted each year.
- 6.2.3. All previous self-evaluations, FDPs, annual evaluations by department chairs or division deans, and advancement and pre-tenure review evaluations.
- 6.2.4. Any additional materials required by the faculty member's division.
- 6.3. 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 considerations and may reject or modify. Divisions will review their criteria and considerations on a regular basis and submit changes for approval as needed.

6.4. Evaluation Criteria

6.4.1. 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:

- Superior
- Good
- Satisfactory: Meets College criteria
- Unsatisfactory: Needs improvement
- Unsatisfactory: Does not meet College criteria

6.4.2. Evaluating teaching

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

- Offer courses that are engaging, relevant and rigorous. Material presented in each course is accurate, up-to-date and revised on a regular basis.
- 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.
- 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.

6.4.2.2. Snow College recognizes diversity in teaching assignments across disciplines. Faculty members' MOU and the current Snow College Workload Policy should be taken into consideration when evaluating the nature and effectiveness of their teaching.

6.4.3. Evaluating Professional Development

6.4.3.1. 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 assignments, and a realistic timeline for reaching them and include them in their FDP. Faculty members will report their progress to their chairs and deans on a regular basis, not less than once a year.

6.4.4. Evaluating Service and Professionalism

- 6.4.4.1. 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 abuse language or behavior. Faculty members should serve regularly and dutifully on College committees or in other capacities of governance and appropriate activities that support the institution.
- 6.4.4.2. 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.
- 6.4.4.3. Snow College values engagement and expects that all full-time faculty will model engagement by seeking opportunities to contribute to profession and community.

7. SCHEDULE AND SEQUENCE OF FACULTY EVALUATIONS

In general, this Policy sets forth the schedule and sequence of annual evaluations and 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.

7.1. Annual Evaluations

- 7.1.1. Annual evaluations are an important part of the tenure process but are also an important part of evaluating all faculty—tenured, tenure-track and non-tenure track. Thus all faculty will have an annual evaluation. Non-tenure track faculty and tenure-track faculty evaluations are conducted by the department chair, an assistant chair, or by the division dean in cases where the faculty member is the department chair or where there is no department chair. Annual evaluations of tenured faculty are conducted by the division dean.
- 7.1.2. The annual evaluation of non-tenured and tenure-track faculty will include:
 - 7.1.2.1. a review of the Faculty Development Plan,
 - 7.1.2.2. a self-evaluation,
 - 7.1.2.3. the chair or dean’s evaluation of teaching, professional development and service.

- 7.1.3. For tenured faculty, the annual evaluation will focus on teaching and a review of the FDP. Every third year, tenured faculty will undergo a full evaluation that includes
 - 7.1.3.1. a review of the Faculty Development Plan,
 - 7.1.3.2. a self-evaluation,
 - 7.1.3.3. the chair or dean's evaluation of teaching, professional development and service.
- 7.1.4. The VPAA conducts an annual evaluation of each dean according to criteria established in the FDP.
- 7.1.5. All annual evaluations will be conducted before April 15 of the spring semester.
- 7.1.6. If, as a result of the annual evaluation, a non-tenured 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 VPAA to discuss remediation, discipline or non-renewal.
- 7.1.7. If, as a result of the annual review, 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 developmental opportunities. A faculty member's failure to successfully remediate deficiencies may result in disciplinary action according to this Policy.
- 7.1.8. If, as a result of the annual review a Dean is found to not be meeting the minimum standards required of them, the VPAA will review the results with the Dean and determine if remediation is needed or replacement. Deans serve at the will of the administration.

7.2. Tenure Track Evaluations

- 7.2.1. The ATC will evaluate tenure-track faculty members during their second and fourth Years 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").
- 7.2.2. 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. 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. 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.

7.3. Second-year tenure progress evaluation.

- 7.3.1. Beginning of third semester: Candidates undergoing the second-year evaluation submit their professional dossier to the FET no later than 5:00 p.m. on the second Friday of the semester. The dossier should include the materials listed in Evaluation Materials.

- 7.3.2. 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.
- 7.3.3. Early to middle of the third semester: The FET shares with the candidate, department chair and dean their evaluation of the candidate's teaching, professional development and service by 5:00 p.m. on the fifth Friday of the semester. The candidate, chair and dean may submit additional information, including additional documentation and/or a rebuttal if they disagree with the evaluation. This response must be submitted by 5:00 p.m. on the eighth Friday of the semester. The FET, at the members' discretion, may revise the evaluation.
- 7.3.4. End of the third 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 by 5:00 p.m. on the last day of class.
- 7.3.5. Fourth 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 themselves of the candidate's qualifications and progress. After consideration and review by the ATC, the members shall vote and may:
 - 7.3.5.1. direct that further review and/or information gathering occur and set a due date for a follow-up report,
 - 7.3.5.2. issue a letter of progress or concern.
 - 7.3.5.2.1. A letter of progress may note any goals or areas for a candidate to improve in.
 - 7.3.5.2.2. A letter of concern should be specific as to deficiencies or concerns about the candidate's progress and include goals and remediation measures.
 - 7.3.5.3. The ATC may also recommend dismissal of the faculty member to the VPAA and President of the College.
- 7.3.6. The candidate is notified of the results of the ATC's evaluation and provided the letter of progress or concern.

7.4. Fourth-year tenure progress evaluation.

- 7.4.1. This evaluation takes more time and effort than the second-year evaluation and assesses in great depth the faculty member's progress towards tenure.
- 7.4.2. Candidates undergoing the fourth-year evaluation submit their dossier to the FET no later than 5:00 p.m. of the second Friday of their sixth semester. The dossier should include the materials listed in Evaluation Materials.
- 7.4.3. 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.
- 7.4.4. Early to middle of sixth semester: The FET shares with the candidate, department chair, and dean their evaluations of the candidate's teaching, professional development, and service by 5:00 p.m. of the fifth Friday of the semester. The

candidate, chair and dean may submit additional information, including additional documentation and/or a rebuttal if they disagree with the evaluation. This response must be submitted by 5:00 p.m. of the eighty Friday of the semester. The FET, at the members' discretion, may revise the evaluation.

- 7.4.5. End of sixth 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 60 days after the end of the semester.
- 7.4.6. Second semester of Year 4: 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:
 - 7.4.6.1. direct that further review and/or information gathering occur and set a due date for a follow-up report,
 - 7.4.6.2. issue a letter of progress or concern.
 - 7.4.6.2.1. A letter of progress may note any goals or areas for a candidate to improve in.
 - 7.4.6.2.2. A letter of concern should be specific as to deficiencies or concerns about the candidate's progress and include goals and remediation measures.
 - 7.4.6.3. The ATC may also recommend dismissal of the faculty member to the VPAA and President of the College.
 - 7.4.6.4. The candidate is notified of the results of the ATC's evaluation and provided the letter of progress or concern.

7.5. Final tenure evaluation

- 7.5.1. The awarding of tenure is based on a record of effective teaching, professional development, service and the long-term needs of Snow College. This evaluation is done with utmost care and goes into greater depth than any previous evaluation.
- 7.5.2. The spring semester prior to Year 6 (or in the Year the candidate is applying for tenure), candidates submit their dossier to the FET no later than 5:00 p.m. on the second Friday the semester. The dossier should include the materials listed in Evaluation Materials.
- 7.5.3. 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.
- 7.5.4. Early to middle sixth semester: The FET shares with the candidate, department chair, and dean its evaluation of the candidate's teaching, professional development and service by 5:00 p.m. on the fifth Friday of the semester. The candidate, chair, and dean may submit additional information, including additional documentation and/or a rebuttal if they disagree with the evaluation. This response must be submitted by 5:00 p.m. of the eighth Friday of the semester. The FET, at the members' discretion, may revise the evaluation.

- 7.5.5. End of spring 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.
- 7.5.6. Year 7, Fall semester (or such earlier Year 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:
- 7.5.6.1. direct that further review and/or information gathering occur and set a due date for a follow-up report,
 - 7.5.6.2. issue a recommendation for granting tenure,
 - 7.5.6.3. issue a recommendation against tenure.
- 7.5.7. The ATC will forward its recommendation and the FET's evaluation to the VPAA.
- 7.5.8. Year 7, Fall semester: The VPAA 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, which 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.
- 7.5.9. In making its decision, the Board of Trustees shall carefully consider the recommendations of the FET, the ATC, the VPAA, and the President; may interview the faculty member proposed for tenure; may interview other interested persons; and may seek and evaluate other pertinent information.

8. RANK ADVANCEMENT

8.1. Instructor and Assistant Professor Ranks

- 8.1.1. Faculty members who hold a terminal degree at the time of employment will normally 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.
- 8.1.2. A faculty member who holds the rank of instructor may be advanced to the rank of assistant professor at the time of their fourth-year (pre-tenure) 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 advancement and the recommendations shall be forwarded to the VPAA. The VPAA 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 fourth-year (pre-tenure) review,

he/she may apply for 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 criteria for rank advancement are the same as the criteria for tenure.

8.2. Advancement to Associate Professor

8.2.1. Faculty members who have been at the rank of assistant professor for five years may be advanced to the rank of associate professor at the outcome of a successful tenure decision for faculty with a terminal degree. Faculty members who do not hold terminal degrees but are tenured and have given distinguished service to the College for 5 years since becoming assistant professor, may apply for rank advancement for associate professor in the same manner. 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 and will follow the final tenure review process.

8.3. Advancement to Professor

8.3.1. Faculty members who have given exemplary 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:

8.3.1.1. A faculty member with a terminal degree may be advanced after a period of 8 years as an associate professor.

8.3.1.2. A faculty member without a terminal degree may be advanced after a period of 10 years as an associate professor.

8.3.2. The procedure follows the final tenure review process.

8.3.3. If the FET or ATC recommend against advancement, the ATC will appoint a person to meet with the candidate and discuss the reasons why advancement is not being recommended, to be confirmed in writing. At any time, including after a recommendation against advancement, a candidate may withdraw his or her application. A candidate may apply for 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.

9. APPEALS

9.1. 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.

9.2. 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.

- 9.3. 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 VPAA, 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 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.
- 9.4. 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 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 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.

10. DISCIPLINE.

- 10.1. Discipline of tenured faculty members that may result in a suspension or termination or discipline of non-tenured faculty members that may result in termination during a contract year is governed by the following procedures.
 - 10.1.1. Notice of proposed discipline and possible sanctions shall be given to the faculty member in writing.
 - 10.1.2. The faculty member shall respond to the notice in writing.
 - 10.1.3. In consultation with Human Resources, the Vice President for Academic Affairs shall conduct further investigation as needed then issue a written decision making findings and recommending appropriate discipline.
 - 10.1.4. The faculty member may appeal the decision within 10 calendar days of the written decision. If he or she files an appeal, an Appeals Committee of 5 persons shall be appointed by the Faculty Senate. The Appeals Committee may be drawn from any faculty member who indicates a willingness to serve and a list shall be maintained by the Faculty Senate of such persons to draw from. At least 3 persons on the Appeals Committee should be of the same rank as the appealing faculty member. The President of the College may also appoint a non-voting Hearing Officer for the Appeals Committee. The Hearing Officer shall preside over the hearing, assure that procedures are complied with, and generally conduct the hearing in consultation with the Appeals Committee. The Appeals Committee will convene a hearing, allow presentation of evidence by the VPAA or representative, and the faculty member or representative. The Appeals Committee shall then meet in private and make a recommendation to the President as to discipline, if any.

10.1.4.1. Human Resources shall promulgate further procedures for the hearing consistent with this Policy. The procedures will set forth procedural matters such as the exchange of exhibit and witness lists prior to the hearing, the format of the hearing, and timelines not otherwise set forth. The procedures shall also delineate the role of the Hearing Officer.

10.1.5. The President shall make the final decision.

10.2. Cause includes:

10.2.1. Professional incompetence.

10.2.2. Serious misconduct or unethical behavior.

10.2.3. Serious violation of Board or institutional rules and regulations.

10.2.4. Substantially impaired performance for medical reasons for which accommodations have not been successful.

10.2.5. Inability or unwillingness to meet institutional expectations.

11. ADDITIONAL PROVISIONS.

11.1. If at any point in the advancement and tenure process a person or group fails to act in a timely manner, the candidate may file a request with the VPAA directing the person or group to act as soon as possible. If the person or group continues to fail to act, the VPAA may appoint a substitute to perform the duties required. If no action is taken it is considered a denial.

11.2. The timelines set forth in this Policy may be extended by the VPAA for good cause shown.