
SUBJECT: PROFESSIONAL-TRACK RANK ADVANCEMENT POLICY

1.0 PURPOSE

- 1.1 This Policy establishes the criteria and procedures relative to evaluation and Rank Advancement for Professional-Track Faculty.
- 1.2 Rank Advancement expresses the College's commitment to, and faith in, a Faculty Member's ongoing career and expected contributions to the College community. Rank Advancement 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. Rank Advancement is not a right and is 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 in 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 (personal gain) 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 Rank Advancement: Upon beginning service at Snow College, Professional-Track Faculty Members are assigned the academic rank of instructor or instructor II. Faculty Members who demonstrate exemplary service in all three areas to the College are eligible to be advanced to higher academic ranks (instructor II, senior instructor, master instructor) after a complete review. The review procedures are set forth in this document.
- 2.3 Candidate: A Faculty Member being evaluated for Rank Advancement.
- 2.4 Faculty Acton Plan (FAP): A plan required of Faculty Members who receive an evaluation of "Needs Improvement" in a review by a department chair, dean, or Faculty Evaluation Team.
- 2.5 Faculty Development Plan (FDP): A plan that individual Faculty Members create that addresses their responsibilities in regards to Teaching, Service, and Professional Development.
- 2.6 Faculty Evaluation Team (FET): A team of faculty colleagues who evaluate individual Faculty Members in their path towards Rank Advancement. The FET recommends for or against Rank Advancement of individual Faculty Members.
- 2.7 Faculty Member: A Faculty Member in this document refers to a Faculty Member who has been hired on the Professional-Track and is eligible for Rank Advancement 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-Reappointment: A decision that recommends (in the case of the PTC) or concludes (in the case of the president) that a Faculty Member will not be reappointed.
- 2.10 Professional Development (activities): Those activities that a Faculty Member participates in regarding professional research, improving instructional skills, certifications, and engagement in a relevant academic area of training.
- 2.11 Professional-Track Committee (PTC): The faculty committee charged with overseeing the faculty review process leading to Rank-Advancement.
- 2.12 Professional-Track Faculty Member (PT Faculty Member): A Faculty Member in this document refers to a Faculty Member who has been hired on the Professional-Track and is eligible for Rank Advancement at Snow College. A Professional-Track faculty member holds the appropriate degree and/or experience and qualifications demonstrating mastery of a particular field.
- 2.13 Professionalism: The ethical, moral, collegial and professional behavior in which a Faculty Member is expected to conduct themselves around students, staff and faculty colleagues.
- 2.14 Sabbatical: A professional hiatus sanctioned by the College that allows a Faculty Member to conduct Professional Activities 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.
- 2.15 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 Rank Advancement considerations.
- 2.16 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.
- 2.17 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. If a Faculty Member misses more than ten class days in a semester, the department chair, dean and provost 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 PTC, 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 Rank Advancement. 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 Rank Advancement. A Year may also include a mix of Teaching and serving in administrative positions as provided in the Faculty Workload Document.

3.0 STATUS OF PT FACULTY MEMBERS

- 3.1 A MOU will state the terms and conditions of every PT Faculty Member appointment.
- 3.2 Professional-Track Faculty Members do not receive tenure. They are eligible for reasonable notice prior to Non-Reappointment. Notice of Non-Reappointment 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. 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-Reappointment is six-months before the expiration of an appointment. 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 In certain rare circumstances, a PT Faculty Member may switch to Tenure-Track and be eligible for tenure. Approval to switch from Professional-Track to Tenure-Track must be approved by the division dean, the provost, and the president. The Advancement and Tenure Committee will determine how many years, if any, a faculty member switching to Tenure-Track may be granted towards tenure.

4.0 EVALUATION MATERIALS AND CRITERIA

- 4.1 All Faculty Members will maintain a professional portfolio that includes the following:
 - 4.1.1. A complete, updated 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, including work experience, 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 portfolio. Older MOUs should be kept in the portfolio.
- 4.1.3 Annual evaluation and Three-Year evaluation. Annual evaluations are conducted for Professional-Track Faculty Members in their first six-years of service. The department chair will conduct the annual evaluation for members of their department. Deans can assist department chairs in annual evaluations when the chair's evaluation load is particularly heavy. Deans will conduct the three-year evaluation once a faculty member has completed six-years of service at Snow College. 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 provost.
- 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 PTC 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 Industrial Technology may include competitions in Skills USA as part of the Faculty Member's responsibilities.)
- 4.1.5 A current self-evaluation: Professional-Track Faculty who have served less than six-years will submit annual self-evaluations to their portfolio. Professional-Track Faculty who have served for more than six-years will submit self-evaluations every three years to their portfolio. 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 FAP, if applicable). They will assess their strengths and weaknesses, and how they have addressed weaknesses identified by students, peers, and chairs and/or deans. Any Professional-Track Faculty Member who receives a rating of "Needs Improvement" in their chair or dean review in any area of performance must submit annual

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

- 4.1.6 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 Teaching several sections of Welding 1010 would submit ONE syllabus for Welding 1010, ONE syllabus for Welding 1020, and syllabi for any 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.
 - 4.1.7 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.
 - 4.1.8 Any additional materials required by the Faculty Member's division.
 - 4.1.9 Faculty Members will send an up-to-date copy of their professional portfolios to the provost's office when they are being reviewed by the PTC (see Section 4 for submission timelines). A Faculty Member may choose to update any information in his or her portfolio as they feel may be useful in the evaluation process. FETs, department chairs, division deans, and the PTC may have access to the professional portfolio for purposes of evaluating a Faculty Member's candidacy for Rank Advancement. The provost, president, and members of the Board of Trustees may also view the portfolio.
- 4.2 While Faculty Members will be evaluated on their portfolio, evaluations may also include a review of the following:
- 4.2.1 All previous self-evaluations, FDPs, FAPs, 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 PTC may or may not choose to interview Candidates for 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 PTC an explanation of additional criteria and considerations their FDPs include that are taken into account when evaluating their faculty. The PTC 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 PTC 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. Professional certificates, updated certificates, and additional training enhances educational programs and helps faculty stay current in their teaching disciplines.

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 SCHEDULE AND SEQUENCE OF FACULTY EVALUATIONS

In general, this policy sets forth the schedule and sequence of annual evaluations and Rank Advancements. The PTC 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.

5.2 Annual and Three-Year Evaluations

- 5.2.1 Regular evaluations are an important part of the Rank Advancement process but are also an important part of evaluating all faculty—Tenured, Tenure-Track, Professional-Track, and adjuncts. Thus all faculty will be evaluated on a regular basis. Annual evaluations are conducted for Professional-Track Faculty Members with six or fewer years of service. The department chair will conduct the annual evaluation for these Faculty Members and the division dean will conduct evaluations every three years for faculty with more than six-years of service. Deans can assist department chairs in annual evaluations when the chair's evaluation load is particularly heavy or when the chair being evaluated.
- 5.2.2 The annual evaluation of Professional-Track Faculty who have six or less years of service will include:
 - 5.2.2.1 a review of the Faculty Development Plan;
 - 5.2.2.2 a self-evaluation;
 - 5.2.2.3 a comprehensive review by the chair or dean of Teaching, Professional Development and Service.
- 5.2.3 For faculty with more than six-years of service, the three-year evaluation will focus on Teaching and a review of the FDP and include:
 - 5.2.3.1 a review of the Faculty Development Plan;
 - 5.2.3.2 a self-evaluation;
 - 5.2.3.3 a comprehensive review by the chair or dean of Teaching, Professional Development and Service.
- 5.2.4 All annual and three-year evaluations will be conducted before April 15 of the spring semester.
- 5.2.5 If, as a result of the annual or three-year evaluation, a Professional-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 provost to discuss remediation, discipline or

non-reappointment. A Faculty Action Plan (FAP) will be completed by the chair, dean, and Faculty Member to guide performance improvement.

- 5.2.6 Deans serve at the will of the administration as deans but also have status as a Faculty Member. Persons serving as deans will have regular reviews as described above. The provost will conduct this review. The provost also conducts an annual evaluation of each dean according to criteria established in the document entitled “Duties and Responsibilities of Deans and Department Chairs.”

5.3 Evaluations of Professional-Track Faculty

- 5.3.1 Deans will organize a Faculty Evaluation Team (FET) for each Professional-Track Faculty Member who comes up for Rank Advancement. The FET makes a recommendation for or against Rank Advancement. If the FET does not reach a unanimous decision, a dissenting FET member should submit a separate letter stating reasons why they he or she feels the Candidate should or should not be recommended for advancement. The FET consists of at least two Faculty Members from the department (preferably) and/or division of the 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 Faculty Member with significant experience to serve as the Lead of the FET. The dean shall consider the input of the department chair, members of the PTC, 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 PTC may also serve on an FET but may not serve as the Lead.

- 5.3.1.1 A Candidate may object to a member of the PTC or FET evaluating them based on bias. Prior to a PTC review of a Candidate, a written objection should be made to the Chair of the PTC detailing the claim of bias. The Chair will convene a special meeting of the PTC to consider and advise regarding the objection. The PTC 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 PTC is objected to, the Faculty Senate President will receive the objection, convene the special meeting, and rule. The chair of the PTC will work with

the division dean and/or chair if a member of the FET is objected to by a Candidate.

6 RANK ADVANCEMENT

6.2 Instructor and Instructor II Ranks

- 6.2.1 Normally, Faculty Members who are hired with degrees and certificates other than Terminal Degrees will be hired at the instructor level.
- 6.2.2 Faculty Members who hold a Terminal Degree, or faculty members who have sufficient professional experience as determined by the division dean and the provost at the time of employment may be awarded the rank of instructor II when hired.
- 6.2.3 A Faculty Member who holds the rank of instructor may be advanced to the rank of instructor II at the time of their three-year review. The Candidate should request Rank Advancement at that time in connection with the review. The FET and then the PTC shall include in its review a recommendation for or against Rank Advancement and the recommendations shall be forwarded to the provost. 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 provost 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 instructor II 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 PTC and submit his/her portfolio and address concerns that resulted in denial of the previous request for Rank Advancement. The portfolio for a subsequent evaluation for instructor II must be submitted to the provost's office no later than 5:00 p.m. on the second Friday of the fall semester.

6.3 Advancement to Senior Instructor

- 6.3.1 Faculty Members who are at the rank of instructor II for more than ten semesters may apply for advancement to the rank of senior instructor. The Candidate's portfolio must be submitted to the provost's office no later than 5:00 p.m. on the second Friday of the fall semester. If a member of the PTC, including the Chair, is a Candidate under consideration for advancement, his or her dean will designate another tenured associate professor Faculty Member or Faculty Member at the rank of senior or

master instructor to review the Candidate's portfolio 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.

6.4 Rank advancement to Master Instructor

6.4.1 Faculty Members who have consistently given quality service to the College in Teaching and who have demonstrated a sustained record of Professional Development and Service to the College may apply to be advanced to the rank of master instructor according to the following schedule:

6.4.1.1 A Faculty Member may apply to be advanced to the rank of master instructor after a period of 20 semesters as a senior instructor.

6.4.2 Candidates' portfolios must be submitted to the provost's office by the second Friday of the fall semester.

6.4.3 If the FET or PTC recommend against Rank Advancement, the PTC 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 APPEALS

7.2 A Faculty Member who is denied Rank Advancement 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.

7.3 If the appeal is timely it shall be forwarded to the Senate President who will appoint an Appeals Committee of five Faculty Members: one from each academic division. At least three of the members of this committee should be PT Faculty and the other two members should be members of the Faculty Senate. 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.

- 7.4 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 PTC, the provost, 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.
- 7.5 In its discretion, the Appeals Committee may review an appeal and determine 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 ADDITIONAL PROVISIONS.

- 8.2 If at any point in the Rank Advancement process a person or group fails to act in a timely manner, the Candidate may file a request with the provost directing the person or group to act as soon as possible. If the person or group continues to fail to act, the provost may appoint a substitute to perform the duties required. If no action is taken it is considered a denial.
- 8.3 If a Candidate for Rank Advancement 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. The PTC may consider evaluating a Candidate who misses a deadline if it feels there are mitigating circumstances.
- 8.4 If needed, the PTC, in consultation with the Faculty Senate and Deans Council may make procedural changes to this document. Policy changes may not be made except by the Board of Trustees, since policy changes are substantive changes to evaluation criteria and eligibility.

- 8.5 The timelines set forth in this Policy may be extended by the provost for good cause shown.