

Procedure Title: Tenure

Impact: Employees

Responsibility: Senate, Tenure Committee

Effective Date: 12/16/98

Last Update: 10/25/22

Relates to Policy: 3.02.09

Legal Citation(s):

Note: All deadlines expressed in this document reflect full weeks (i.e. if Oct. 1st is a Wednesday, the following week would reflect the first full week of October) and by the end of the workday.

I. Procedures for the Tenure Process: effective for candidates hired as tenure track after fall 2010.

A. Selection of Faculty Evaluation Team and Mentor:

- i. By the first week of October of the first academic year of employment, all faculty employed in a full-time, Tenure-track position will submit to their division chairs for approval:
 1. A two- or three-member faculty evaluation team (FET), with
 2. One member of the FET to serve as a mentor/coordinator, this additional responsibility facilitated by the process for substituting duties described in the Tenure Policy.
- ii. The purpose of an FET is to provide formative feedback to the instructor to help strengthen his or her teaching skills in preparation for applying for Tenure. While the FET provides guidance and feedback, the candidate is responsible for meeting with the FET and ensuring that each step in the Tenure process is followed.
- iii. A candidate's FET will be composed of at least two and up to three full-time instructors who have taught at least three years. At least one of the FET members must be a Tenured faculty member.
- iv. At least one FET member must be chosen from within the candidate's division, and at least one from without. An instructor may not serve on more than two FETs at the same time. Division chairs/directors cannot serve as members of an FET for a candidate within his/her division.
- v. By the third week of October, the division chair/director will notify the candidate of the approval of the FET and the mentor.

- vi. After approval of the FET by the division chair/director, the candidate must forward member's names to the Tenure Committee. The makeup of the FET will not change unless requested by the candidate, by the division chair/director, or by the departure of an FET member. Any change must be agreed to by the candidate and division chair/director as necessary. The candidate will then nominate a new FET member to the division chair/director. After division chair/director approval, the candidate will notify the Tenure Committee of the replacement.
- vii. The tenure committee will inform the reporting dean of the candidate's FET membership. The dean will have access to the documentation developed during the candidate's tenure process as outlined below for the purpose of being a resource and for assistance as may be requested by the supervising division chair/director for the candidate.

B. Evaluations during the Tenure Process—Years 1 and 2:

- i. **Student Evaluations:** Each semester, the candidate will solicit student feedback for all courses taught using the approved student evaluation instrument appropriate to the mode of delivery. The candidate will share copies of these evaluations with the FET.
- ii. **FET Observations:** Each semester, each member of the FET will observe the candidate's class or lab and share observations with the candidate. A written record will be made by each member of the FET and delivered only to the candidate indicating any suggestions to strengthen teaching effectiveness.
- iii. **Self-Evaluation:** By the first week of April, the candidate will prepare and submit a self-evaluation to the FET and division chair/director. The self-evaluation will describe in detail his/her progress in demonstrating eligibility for Tenure and performance of all duties outlined in the Tenure Policy. In addition, this report will reflect any professional and pedagogical changes from year-to-year throughout the Tenure process.
- iv. **Team Meeting:** By the third week of April, the mentor, other FET member(s), and the division chair/director shall meet without the candidate present as a private group to discuss the candidate's progress, self-evaluation, classroom observations, and student evaluations. The mentor shall call these meetings.
- v. **Formative Evaluation by Mentor:** By the first week of May, the mentor will prepare and submit an informal, formative written evaluation indicating the candidate's strengths and weaknesses and providing recommendations for improvement and/or development, as determined by a consensus of the FET members. If the group cannot reach a consensus, the dissenting evaluation should also be included. The mentor will provide copies of this year-end formative evaluation to the other FET(s), appropriate division chair or director, the Tenure Committee and the candidate.

- vi. **Concerns:** If significant deficiencies are noted at this time, in coordination with HR, the FET and division chair/director will develop a performance improvement plan to address noted deficiencies and will submit the plan to the candidate and the Tenure Committee by the first week of June. The performance improvement plan will outline goals, action steps, and a timeline for improvement with periodic checkpoints that will extend the overall time to completion of the Tenure process. The division chair/director will notify the appropriate dean about the deficiencies and forward to the dean the plan agreed to by the FET and candidate.

C. Evaluations during the Tenure Process—Year 3:

- i. **Student Evaluations:** Each semester, the candidate will solicit student feedback for all courses taught using the approved student evaluation instrument appropriate to the mode of delivery. Candidates will share copies of these evaluations with their FET.
- ii. **FET Observations:** Each semester, each member of the FET will observe the candidate's class or lab and share observations with the candidate. A written record will be made by each member of the FET and delivered only to the candidate indicating any suggestions to strengthen teaching effectiveness.
- iii. **Self-Evaluation:** By the first week of April, the candidate will prepare and submit a cumulative self-evaluation, inclusive of all years in the Tenure process, to the FET members and division chair/director. The self-evaluation will describe in detail his/her progress in demonstrating eligibility for Tenure and performance of all duties outlined in the Tenure Policy, and address progress made if concerns were noted and a plan was made the previous year. In addition, the self-evaluation will reflect any professional and pedagogical changes from year-to-year throughout the Tenure process. Data from previous student, FET, administrative, and division chair/director observations and evaluations should be included to support the conferral of Tenure.
- iv. **Team Meeting:** By the third week of April, the candidate, mentor, other FET member(s), and the division chair shall meet as a group to discuss the candidate's progress, self-evaluation, classroom observations, and student evaluations. The mentor shall call this meeting.
- v. **Summative Evaluations by FETs:** By the first week of May, each FET member will prepare and submit a separate written, summative evaluation, inclusive of all years of observation by that FET member. The evaluations will discuss the candidate's strengths and weaknesses, and will include recommendations for improvement and/or development. Each FET member will share this evaluation individually in conference with the candidate by the third week of May. The candidate will sign the original summative

evaluation to acknowledge its review. Signed copies of each evaluation will be provided to the faculty member and division chair/director.

- vi. **Concerns:** If significant deficiencies are noted at this time, in coordination with HR, the FET and division chair/director will develop a performance improvement plan to address noted deficiencies and will submit the plan to the candidate and the Tenure Committee by the first week of June. The division chair/director will notify the appropriate dean of the deficiencies and forward to the dean, the plan agreed to by the FET and candidate. The performance improvement plan will outline goals, action steps, and a timeline for improvement with periodic checkpoints that will extend the overall time to completion of the Tenure process. The candidate will be advised that this will delay applying for Tenure. If noted deficiencies have been rectified, the candidate will be advised to proceed to the next step of the process.

D. Evaluations and Conferral of Tenure—Year 4

- i. **FET Recommendations:** By the first week of October of the fourth year, each FET member will review the candidate's cumulative self-evaluation and student evaluations and submit the following to the candidate and division chair/director:
 1. Copies of the third-year summative evaluations, and
 2. A formal recommendation for or against the conferral of Tenure, with supporting reasoning.
- ii. **Division Chair/Director Recommendation:** By the second week of November of the fourth year, the division chair/director, in consultation with the dean, will review the candidate's self-evaluation, student evaluations, and FET evaluations and will submit the following to the candidate:
 1. formal evaluation of the candidate's qualification for Tenure based on duties outlined in the Tenure Policy
 2. A formal recommendation for or against conferral of Tenure.
- iii. **Division Chair/Director Meeting:** By the first week of December of the fourth year, the division chair/director will meet with the candidate to discuss the formal evaluation and recommendation.
- iv. **Portfolio for Tenure Committee:** By the second week of December of the fourth year, the candidate will collate and forward to the Tenure Committee a Tenure portfolio including the following documents:
 1. Copies of all FET and division chair/director formative observation reports for the entire probationary period;
 2. Copies of all student evaluation summaries for the entire probationary period;

3. All FET and division chair/director summative evaluations;
 4. All FET and division chair/director formal recommendations for or against conferral of Tenure; and
 5. The candidate's cumulative written self-evaluation.
- v. **Tenure Committee Recommendation:** By the second week of February of the fourth year, the Tenure Committee will submit its written recommendation for or against Tenure to the candidate, the division chair/director, the chief academic officer (CAO) and the president.
 - vi. **Chief Academic Officer and President Recommendations:** By the last week of March of the fourth year, the CAO will submit his/her recommendation for or against Tenure to the president, and by the second week of April, the president will complete his/her recommendation. If the Tenure Committee, the CAO, and the president all agree not to recommend Tenure for a candidate, the president will not forward their unfavorable recommendations to the board of trustees. The CAO and/or president may not recommend Tenure conferral in the absence of a favorable recommendation from the Tenure Committee. Should the CAO and/or president not agree with the Tenure Committee's recommendation to confer tenure, the chair of the Tenure Committee must be notified of this dissent by the second week of April. In the event of disagreement, the Tenure Committee, the president, and the CAO will meet to attempt to reconcile differences.
 - vii. The president will forward the Tenure Committee's, the CAO's, and the president's recommendations to the board of trustees for their next scheduled meeting. At the board's request, the candidate's portfolio will be made available for their review.
 - viii. By the last week of April of the fourth year, the president will notify the candidate in writing of the board's decision. Tenure will begin the fall semester following approval.

II. Tenure Committee Procedures

- A. By the first week of September of each academic year, the CAO will furnish the Tenure Committee with an updated list containing the following information for all new full-time faculty employed in Tenure track positions:
 - i. name,
 - ii. teaching assignment and division, and
 - iii. year eligible for Tenure conferral.
- B. By the third week of October of each academic year, the CAO or designee, and the Tenure Committee will convene a meeting for all first-year, full-time faculty members in Tenure track positions, with the purpose of explaining the policies and

procedures governing faculty evaluation, Tenure, remediation, suspension, termination for cause, and faculty appeals.

- C. By the third week of October of each academic year, the CAO or designee and the Tenure Committee will convene a meeting for all FET members, with the purpose of offering training on completion of faculty observation form(s) and timelines for completion of FET activities.
- D. By the third week of November of the fourth year, the Tenure Committee will invite the submission of written testimony from administrators, faculty, staff, and students pertaining to candidates who will submit portfolios for initial Tenure. This testimony must be received by the Tenure Committee by the last week of November. Only testimony that is dated and signed will be considered by the Tenure Committee. The Tenure Committee will inform the candidate about testimony received by the first week of December.
- E. By the third week of January of the fourth year, a candidate may provide written rebuttal to negative testimony, evaluations, or recommendations to the Tenure Committee.
- F. A candidate may request an opportunity to be heard by the Tenure Committee to respond to negative formal summative evaluations, recommendations, or testimony received for the third or fourth years, prior to final deliberation by the Tenure Committee pursuant to the following:
 - i. If a candidate desires an opportunity to be heard by the Tenure Committee, the candidate must submit a written request to the Tenure Committee by the third week of January.
 - ii. The Tenure Committee Chair will schedule a meeting by the first week of February. The division chair/director, candidate, FET members, mentor, and any other interested persons will be invited to attend as deemed appropriate by the Tenure Committee. The candidate may present and/or rebut evidence and call witnesses to testify. No party or participating person may have an attorney address the Tenure Committee.
 - iii. Rebuttal evidence will be provided in the form of written administrative, peer or student evaluations, or other pertinent information. All written testimony or supporting evidence offered must be dated and signed.
 - iv. At any point in the proceedings, the Tenure Committee may solicit additional testimony that the committee believes to be pertinent.
 - v. Following the proceedings, the Tenure Committee will notify the candidate by the second week of February of its final decision to recommend for or against Tenure, following the same timeline for making their recommendation to the CAO.

- vi. Documents considered during the Tenure Committee's deliberations will be filed in the candidate's permanent personnel file located in the Office of Human Resources at the request of the Tenure Committee or the candidate.
- vii. While the proceedings of the Tenure Committee are confidential, persons making written or oral statements to the Tenure Committee should understand that their statements and identity will be available for use by the candidate and may become part of the candidate's permanent personnel file.