

material submitted and the right of the Faculty member to know.

5. If the Faculty Personnel Committee does not recommend or if the Board of Trustees does not approve permanent tenure, and this was the Faculty member's last opportunity to apply for permanent tenure, the Faculty member will be given a terminal appointment for the following academic year. If a non-tenured Faculty member does not apply for permanent tenure during the last year in which an application may be submitted, the Faculty member will be given a terminal appointment for the following academic year.
6. If a Faculty member believes his or her application for permanent tenure has been given inadequate consideration by the Faculty Personnel Committee, he or she may request a review by the Faculty Review Committee.
7. A Faculty member to whom the Board of Trustees has granted permanent tenure will, unless he or she resigns, be retained on the Faculty until reaching retirement age, or being dismissed for extraordinary financial exigency, or for cause--cause to be interpreted as incompetence in the performance of one's duties as a teacher and Faculty member, lack of scholarly objectivity or integrity, serious misuse of the classroom or of academic prestige, gross personal misconduct, or conduct which demonstrates that the faculty member lacks the ability or the willingness to meet his or her responsibilities to the College. In cases of dismissal for cause, the procedures set forth in the 1958 Statement on Procedural Standards in Faculty Dismissal Proceedings of the AAUP shall be followed. (See Academic Freedom and Tenure, A Handbook of AAUP, Louis Joughin, Ed., University of Wisconsin Press, 1967, pp. 34-45, 52-54.)
8. In the event that the College must resort to termination of tenured or other Faculty before their current appointments have expired, or the discontinuance of an academic program because of retrenchment, the procedures for declaration, development of termination criteria, and the decision-making process are as found in the "Procedures and Information" section of the Faculty Handbook, Article XXV.

Article VII

Promotions

The following provisions are intended to assure St. Norbert College of the services of a strong and effective Faculty. They apply only to those with full-time Faculty contracts and describe general policies that shall govern administrative practice. The President of the College may make exceptions to these policies when strict implementation of any provision might produce a result contrary to its purpose. Such exceptions will be made only after consultation with the Faculty Personnel Committee and with the Dean of the College.

1. With the exception of the promotion of a full-time Instructor to Assistant Professor, which is normally granted automatically upon completion of the terminal degree in an instructor's field, promotions are not automatic but dependent upon the fulfillment of particular academic criteria given in "Criteria for Promotion" below. These criteria should be understood within the context of St. Norbert as a small, Catholic, liberal arts college. The Mission Statement articulates this character and identity. Serving the Mission is accomplished by meeting the expectations set out in the evaluation guidelines. In the course of meeting those expectations, faculty members should reflect upon and articulate how their accomplishments contribute to that Mission. (See Section IV, subsection III on Formation and Evaluation of Faculty.)¹³

¹³Amended by the Faculty October 1997, and by the Board of Trustees on February 5, 1998; amended by the Faculty in

The minimum number of years to be served by a Faculty member in each rank at St. Norbert College, or in another institution of higher learning, as a full-time Faculty member before being advanced in rank shall ordinarily be:

- A. Promotion from the rank of Instructor to Assistant Professor is granted upon completion of the terminal degree in one's field.
 - B. Seven years as Assistant Professor before being promoted to Associate Professor; except that no Assistant Professor may be promoted to Associate Professor who has not completed two years of full-time service at St. Norbert College. An Assistant Professor may apply for early promotion to Associate Professor, but is still limited to one application for promotion during the first seven years as an Assistant Professor.
 - C. Five years as Associate Professor before being promoted to Professor; except that no Associate Professor may be promoted to Professor who has not completed three years of full-time service at St. Norbert College. An Associate Professor may apply for early promotion to Professor, but is still limited to one application for promotion during the first five years as an Associate Professor.
2. The process of promotion may be initiated by the Associate Dean of the Division or by a Faculty member desiring promotion who shall submit his or her application for promotion to the Dean of the College through the Associate Dean. The Associate Dean shall, in turn, authenticate the Faculty member's eligibility for promotion and add a letter of evaluation before submitting it to the Dean. The Dean of the College will transmit this recommendation and all pertinent documents, including those prepared by the candidate in support of his or her own promotion (e.g., curriculum vitae; letters from colleagues; evidence of teaching effectiveness, including general evaluations of his or her courses and methods by students and alumni) to the Faculty Personnel Committee. Applicants will include a list of the names of all who have agreed to submit letters on their behalf. Applicants should invite all full-time colleagues within their discipline to submit letters.¹⁴ With the candidate's permission there should also be included with these documents a report of all academic counseling rendered the Faculty member during his or her probationary period if such counseling has occurred. The Committee will consider the application and make appropriate recommendations in each case to the Dean of the College, who will forward them to the President of the College for final action.

Promotions to Professor must also be approved by the Board of Trustees.

3. Criteria are established for each promotion level and a stricter application of criteria will be made by the Faculty Personnel Committee when considering promotion to the ranks of Associate Professor and Professor. Criteria for promotion must build upon the criteria for tenure. Additional data for evaluation of an applicant's promotability on these criteria may be gathered by the Faculty Personnel Committee using procedures developed by that committee and approved by the Faculty. The following sources may be considered: the applicant; the Dean of the College; the applicant's Associate Dean; colleagues, including those teaching in the same discipline; students; and alumni.

Criteria for Promotion

- A. Completion of the appropriate terminal degree for the field is required for promotion from Instructor to Assistant Professor.
- B. Promotion to Associate Professor will ordinarily be granted only to tenured Faculty members,

September 2006, and by the Board of Trustees in October 2006.

¹⁴Amended by the Faculty in November, 1999, and by the Board of Trustees on February 3, 2000.

although Faculty who are eligible by virtue of prior experience at other institutions may apply for tenure and promotion simultaneously. Applications for promotion will be judged with regard to achievement in the following areas, with particular but not exclusive attention to achievement since the tenure decision.¹⁵

1. Teaching Effectiveness. The applicant should submit evidence to indicate how he or she has sustained or attained effectiveness as a teacher; and how he or she has grown as a teacher at St. Norbert College in keeping with the tenure criteria.¹⁶
 2. Scholarship and Professional Productivity. The applicant shall present evidence of contributions related to his or her field as measured by colleagues, both within and without the College. Primary indicators of such contributions are the publication, presentation, performance, or exhibition of work resulting from the Faculty member's research or creative activities. Other types of evidence which might be cited include activities such as lectures and/or presentations appropriate to one's field, serving as a panel or workshop principal, and participation in scholarly and professional associations.
 3. Advisement of Students. The applicant shall present evidence of continued success in serving the needs of students as outlined in the tenure criteria.
 4. Collegial Performance. The applicant shall provide evidence of enhanced effectiveness in meeting the collegial expectations of the College as set forth in the tenure criteria.
- C. Promotion from the rank of Associate Professor to the rank of Professor shall result from significant achievement in the following areas, with particular but not exclusive attention to achievement since promotion to Associate.¹⁷
1. Teaching Effectiveness. The applicant shall submit evidence of a sustained record of effectiveness as a teacher and a continuing pattern of professional growth which contributes to the curricular enhancement of the College. Examples of such growth could include, but are not limited to, mastery of content and technique, development of integrative courses, and appropriate versatility in course offerings.
 2. Scholarly Achievement.¹⁸ The applicant shall submit evidence of sustained scholarly achievement related to his or her field as recognized by peers both within and without the College. Expected indicators include contributions that have been favorably evaluated by a jury of one's peers, such as publications, presentations, performances, exhibitions or other scholarly works.
 3. Advisement of Students. The applicant shall provide evidence of continued success in serving students as outlined in the tenure criteria.
 4. Collegial Performance. The applicant shall indicate the means by which he or she has continued to serve with distinction the collegial needs of the College and the community.
- D. Some faculty members serve in academic administrative positions that include reallocated time from teaching. Applicants will cite typical evidence of teaching effectiveness, scholarship and professional productivity, advisement of students, and collegial service. Some applicants may also choose to cite relevant academic administrative activities and accomplishments, including

¹⁵Amended by the Faculty on April 21, 1998, and by the Board of Trustees on May 19, 1999.

¹⁶Amended by the Faculty on December 1, 1998, and by the Board of Trustees on February 4, 1999.

¹⁷Amended by the Faculty on April 21, 1998, and by the Board of Trustees on May 19, 1999.

¹⁸Amended by the Faculty on December 1, 1992.

those related to their administrative position description, as evidence that they have met the criteria for promotion.

1. Teaching effectiveness. Applicants will provide evidence of the quality of their own teaching consistent with the criteria for the rank for which they are applying. Applicants may also demonstrate how they have, in their administrative role, successfully enhanced the quality of teaching at the College.

2. Scholarship and professional productivity. Applicants will present evidence of their contributions to their fields consistent with the criteria for the rank for which they are applying and with the College's definition of scholarship. Applicants may also cite grant applications, presentations and publications that address academic administrative issues and practices or issues in higher education at professional and scholarly meetings or related journals, or other work related to their role as academic administrators as evidence of successful scholarship or professional productivity.

3. Advisement of students. Applicants will provide evidence of the quality of their own academic advising consistent with the criteria for the rank for which they are applying. Applicants may also demonstrate how they have, in their administrative role, successfully enhanced the quality of academic advising at the College.

4. Collegial activities. Applicants will provide evidence of effectiveness in meeting the collegial expectations of the College. Academic administrators lead and serve within specified domains of the College. They also are, by virtue of their positions, members or leaders of standing College committees, appointed to special working groups or task forces, and representatives of the College. Applicants may also provide evidence of the quality of their performance in these roles as evidence of having met the collegial expectations of the College.¹⁹

4. Applications for promotion, together with all supporting documents, shall ordinarily be in the hands of the Dean of the College by February 1. Recommendations of the Faculty Personnel Committee shall be reported to the Dean of the College by April 20. Each recommendation should be presented to the Dean with supporting reasons.²⁰
5. The Dean of the College will keep the applicants informed as to the status of their applications. The Dean shall transmit the Committee's recommendation and the Dean's own to the President who shall take action. When the two recommendations do not agree, the chair of the Committee and the Dean will meet with the President to discuss the recommendation letters submitted by the Committee and the Dean. In the event that the President does not agree with the Committee's recommendation, the President shall confer with the Committee, indicating the reasons for the disagreement, before notifying the Faculty member, in the case of promotions to Associate Professor, or before sending the recommendations to the Board of Trustees, in the case of promotions to Professor.

The President shall notify the candidate of the final decision. After receiving notification of the final decision, the Faculty member may ask the President for an opportunity to review the recommendations submitted by the Dean of the College and by the Faculty Personnel Committee.

¹⁹ Amended by the Faculty on October 23, 2007, and by the Board of Trustees on February 8, 2008.

²⁰ Amended by the Faculty on April 25, 1995, and by the Board of Trustees on May 15, 1995.