

4					S		F		L	T			
5						S		F	L	T			
6							S		F	L	T		
7								S		F	L	T	
8									S		F	L	T

S = Faculty member's starting year at St. Norbert College.

F = Faculty member's first opportunity to submit an application for permanent tenure (except F = S if the Faculty member already had tenure at another college or university.)

L = September 30 in this academic year is Faculty member's last opportunity to submit an application for permanent tenure.

T = for this academic year, contract is terminal unless Faculty member has been granted tenure at St. Norbert College.

E. Other documents pertinent to the criteria for permanent tenure as listed in item 3 below.

All items should be in the hands of the Dean of the College by September 30. The Dean of the College will transmit the application and all supporting documents to the Faculty Personnel Committee who will consider the application and submit a written recommendation to the Dean of the College by January 15.

3. The following are the criteria for evaluating candidates for permanent tenure. 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.)¹⁰

A. Academic Preparation. The Faculty member must have a doctorate or the accepted terminal degree in the Faculty member's field, or equivalent scholarly/professional attainment as determined by the Dean of the College in consultation with the Faculty Personnel Committee.

B. Teaching Effectiveness. The Faculty member shall submit evidence of the quality of his or her courses, and the degree of teaching effectiveness as perceived by the candidate, by students, and by colleagues. The candidate is expected to submit student surveys such as the SOOT forms, including both the summary data and the complete individual responses, and course syllabi. Other evidence should include demonstrated concern for the needs of students through such things as availability to students outside the classroom, well-organized and well-presented classes, regular evaluation of each student's performance, etc. as well as a continuing updating of course content and methodology to reflect advances in the field. The candidate should

¹⁰ Amended by the Faculty in September 2006 and by the Board of Trustees in October 2006.

present evidence not only of past performance, but also of promise of continued development with respect to effectiveness as a teacher.

- C. Advisement of Students. The Faculty member shall provide evidence of concern for the academic, personal, and ethical development of students through his or her role as an academic advisor. For example, activities such as the following may be addressed: assisting student with academic, career, and graduate school decisions; assisting students during registration; following up on mid-term evaluations of advisees, etc.
 - D. Scholarship and Professional Activity.¹¹ The Faculty member shall demonstrate professional competence in his or her discipline and show promise as a scholar committed to continual growth. Activities which improve the professionalism of the candidate and enhance the academic image of the College include such things as research projects (disciplinary, cross-disciplinary, or pedagogical), creative activities, convention or workshop participation, presentation of papers, publications, and other endeavors consonant with the nature of the Faculty member's scholarly interests and expertise and with the needs of the academic program.
 - E. Collegial Activities. The Faculty member shall provide evidence of effectiveness in meeting the collegial expectations of the College. Activities that demonstrate collegiality include active and productive participation in the functioning of one's discipline. Other collegial activities include those that improve the intellectual, cultural, and religious climate of the College. In addition, service to the College by participating in discipline, divisional, and Faculty meetings, and service on College committees provides other measures of collegiality. Finally, activities that promote or enhance the stature of the applicant and the College within the local community are still another measure of collegiality.
4. The Dean of the College will keep the applicants informed as to the status of their applications. The Dean of the College shall transmit the Faculty Personnel Committee's recommendation as well as the Dean's own recommendation to the President of the College. 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.¹²
- A. If the Committee, the Dean, and the President recommend permanent tenure, the President will submit the recommendations (Committee's, Dean's, President's) along with the candidate's curriculum vitae to the Board of Trustees.
 - B. If the Committee recommends permanent tenure but the Dean and/or the President does not, the President will still send the recommendations (Committee's, Dean's, President's) and the curriculum vitae to the Board of Trustees. 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 sending the recommendations to the Board.
 - C. If the Committee does not recommend permanent tenure, the recommendations will not be submitted to the Board of Trustees.

The President will notify the Faculty member of the 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. If requested, the President shall provide access to the recommendations and give whatever explanation the President deems consistent with the confidential nature of the

¹¹Amended by the Faculty on December 1, 1992.

¹²Amendments to furnish more information to the applicant made here and below passed by the Faculty in April 2007, passed by the Board in May, 2007.