

Section 2 - Academic Governance

2.1 President's Cabinet

The President's Cabinet is appointed by the President and shall advise the President on such matters as general administrative policy, constituency relations, student discipline, coordination of the college calendar, commencement and other convocations. As a working procedure, the President's Cabinet develops its agenda under the direction of the President from items presented for consideration by a member of the Council.

2.1 Academic Divisions

The undergraduate academic divisions: Church, Society and Humanity; Science and Technology, Professional Studies, and General Education with their respective departments and programs, form the basis for the traditional undergraduate academic organization of the College.

Each division is under the leadership of a chairperson appointed by the President upon the recommendation of the Provost following consultation with the members of the division. Division chairs serve one-year terms which are renewable at the pleasure of the President and the position is not tenurable. The General Education Division is managed by a faculty committee chaired by the General Education Division chair.

2.1.1 Duties of Division Chairs

Chairs of the academic divisions report to the Provost for the administration of the following duties:

- Calling divisional meetings at least three times per semester or at the request of the department chairs.
- Consulting with the Provost on divisional concerns, including annual review of department chairs for renewal and promotion in rank, etc.
- Supervising of interdepartmental programs of study and interdisciplinary general education (core) courses offered within the division.
- Building issues relating to the division.

2.2 Department Chairs

Department Chairs are appointed by the President upon recommendation of the Provost following consultation with members of the department. Department Chairs serve one-year terms which are renewable at the pleasure of the President. The position is not tenurable.

2.2.1 Duties of Department Chairs

Chairs of academic departments report to the Provost for the administration of the following duties:

- In consultation with the members of the department, the chair facilitates the structure and content of curricula in the field in harmony with curricular policies adopted by the faculty and the Curriculum Committee.
- The chair recommends to the Curriculum Committee proposed new course offerings and proposals for significant modification of existing courses.
- The chair prepares departmental catalog copy.
- The chair provides general oversight of instruction within the department, including making arrangements when necessary for substitute instructors in consultation with the Provost.
- The chair consults with the Provost regarding the staffing of vacancies in the department, (both faculty and staff vacancies) including the recommendation of candidates.
- The chair is responsible for assisting in the orientation of new faculty members to the curriculum and to their teaching responsibility, with special attention to the assistance of inexperienced instructors.
- The chair makes recommendation of departmental needs and proposals for the budget to the administration.
- With the assistance of other members of the department, the chair serves as advisor to students majoring in the department.
- The chair prepares comprehensive examinations for students majoring in the department.
- In consultation with the Provost, the chair conducts a periodic review of the teaching effectiveness and general performance of faculty members in the department.
- The chair consults with members of the department and with the Registrar, the determination of a schedule of course offerings and staffing to be submitted to the Registrar each spring and fall for the subsequent semester.
- The chair corresponds with and has personal contact with prospective students who express an interest in majoring in the department and collaborates with others in the department to this end.

2.3 The Faculty as a Deliberating Body

2.3.1 Committee of the Whole

The faculty of Eastern Nazarene College shall meet as a committee of the whole each month during the academic year and on call as needed with the President or their designee presiding. The full-time faculty shall be responsible chiefly for developing the academic policies and programs of the College within the guidelines established by the Board of Trustees and will bring required actions to the Board for approval. Through its committee structure it shall aid the administration in the total program of the College in such areas as curriculum, admissions, academic standing, financial aid, and the religious and social life of the students.

2.3.2 Agenda

The Provost, or whomever the President delegates, shall serve as executive secretary of the faculty when it meets as a committee of the whole and shall prepare the agenda for the faculty meeting. All matters to be put to a vote by the faculty shall be in writing and in faculty email boxes at least two business days prior to the day of the meeting at which they are to be considered. All committee reports should be in the hands of the Provost at least five days prior to the meeting at which they are to be considered. Items not on the above prepared agenda can be introduced for decision only by a two-thirds vote of the faculty present.

2.3.3 The Quorum and Procedural Guides

A quorum shall be a simple majority of the voting faculty members. Roberts Rules of Order shall be the parliamentary guide recognizing that in function and procedure the faculty acts as committee of the whole.

2.4 The Functions and Structures of Faculty and Administrative Committees

The Eastern Nazarene College commitment to the broad-based participation in decision making is clearly evidenced in the committee structure of the College. The committee structure shall be designed to expedite the ongoing business of the College, delegate responsibility and obtain the maximum involvement of the faculty in the total program, communicate policy and procedures to all, and secure the best counsel in all interests and projects of the College.

There shall be two distinct types of standing committee assignments:

- 1) Faculty committees, reporting to the Provost & COO, the faculty or a body thereof.
- 2) Administrative committees, reporting to the Administrative Council or an individual administrator.

Administrative committees are outside the jurisdiction of the faculty as a deliberating body.

For issues that arise which are not appropriate for consideration by an existing committee, an ad hoc committee may be created by the President, the Provost, the Administrative Council, or any committee of the faculty.

All actions taken as policy making/recommending are to be reported back to the faculty for final action unless otherwise indicated by the delegation of responsibility. Those groups indicated within the organization as councils/cabinets are advisory and shall report back to the individual administrator or body specified by their title. Each full-time member of the faculty serves on at least two committees per year.

2.5 Recording of Minutes

Minutes of all committee meetings are to be filed regularly in the office of the Provost. One exception is the minutes of confidential sessions of the faculty council when dealing with sensitive and confidential personnel matters. The Chair of each committee shall be responsible for filing a full set of minutes and other records with the College Archivist.

2.6 Committee Elections and Formation

The makeup of each committee or council/cabinet is specified in the individual committee descriptions which follow. Committee membership originates in several different ways: Elected by the faculty, appointed by the President, or Provost, or the Committee on Committees, or by Ex Officio membership. The Committee on Committees is formed in part by the Academic Policy Committee by appointing a subcommittee of its own members. Two additional at-large faculty members are elected by the Faculty Meeting. In addition, each committee may, at its discretion, invite the Student Council to appoint members. In such a case, committees retain the right to go into executive session, excusing the student members from any discussions.

Normally, the Committee on Committees, a sub-committee of the Academic Policy Committee, will survey the faculty during the early part of the spring semester regarding committee interests, including interests in assignments that are elected (where appropriate). The Committee on Committees will then prepare a ballot for committee elections, which will usually occur during the months of April and May. Lastly, committee appointments will be made by the President, other Administrators, and the Committee on Committees.

2.7 Descriptions of Committees

Complete, detailed descriptions of each committee and council/cabinet follow. The Chair of each committee is responsible to pass on to the newly elected/appointed chair all pertinent records before July 1st of each year.

2.8 List of Committees and Councils/Cabinets

Faculty <ul style="list-style-type: none">• Academic Policy• Common Core• Curriculum• Faculty Council• General Education• Health Professions• Instructional/Professional Development• Promotion	Administrative <ul style="list-style-type: none">• Academic Standing• Admissions• Community Responsibility• Dean's Advisory Cabinet (DAC)• Personnel• Retention• Tenure Review Advocacy <ul style="list-style-type: none">• ENC Way• Multicultural Affairs• Spiritual Formation
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2.8.1 Faculty Committees

ACADEMIC POLICY COMMITTEE

Committee reports to:	Faculty
Frequency of reports:	Monthly
Make-up of committee - Size:	12
Ex officio:	Provost, Registrar, Director of Admissions (Voice but non-voting).
Members:	Representatives from each of the college divisions, plus two at-large faculty members, and two student representatives
Method of selecting members:	Appointed by the Committee on Committees
Length of tenure for members:	No restrictions
Chairperson:	Provost
Suggested frequency of meetings:	Monthly
Major responsibilities:	<ol style="list-style-type: none"> 1. Recommend educational and operational policies and procedures in the academic area, with power to act on minor changes, at the discretion of the Provost. 2. Approve editorial non-substantive changes in the academic area. 3. Prepare the academic calendar. 4. Two committee members, in conjunction with two at large faculty members (elected annually), serve as the Committee on Committees. This Committee is responsible for surveying the faculty regarding committee interests, preparing a ballot for committee elections, making appointments to appropriate committees, and preparing a faculty committee roster. 5. Performs continual self-evaluation and institutional research for the academic development of the college.

COMMON CORE COMMITTEE

Committee reports to:	Faculty
Frequency of reports:	As needed
Make-up of committee – Size:	8-10
Ex officio:	All members of the Education Division including Representatives from Office of the Provost and a representative from AGS.
Members:	One representative from each department which prepares secondary/middle school teachers.
Method of selecting members:	Solicited by the Chair of the Education Division
Length of tenure for members:	No restrictions
Chairperson:	Chair of the Education Division
Suggested frequency of meetings:	Two meetings per semester
Major responsibilities:	<ol style="list-style-type: none"> 1. To facilitate communication between the departments involved in preparing teachers 2. To facilitate communication between the Teacher Education Division and the Public and/or Private Schools 3. Serves as advisory to the Division of Teacher Education in matters relating to program, procedures and policy.

CURRICULUM COMMITTEE

Committee reports to:	Faculty
Frequency of reports:	Monthly
Make-up of committee - Size:	11
Ex officio:	Associate Academic Dean, Director of Admissions (Voice but non- voting).
Members:	Representatives from each of the college divisions, plus three at-large faculty members, and one student representative
Method of selecting members:	Appointed by the Committee on Committees
Length of tenure for members:	Members should rotate off after three years.
Chairperson:	Associate Academic Dean
Suggested frequency of meetings:	Monthly
Major responsibilities:	<ol style="list-style-type: none"> 1. Advises to the Provost on curriculum and catalog. 2. Recommends to the faculty on matters of curriculum. 3. Has power to act on individual course offerings, and must approve all new courses or major course changes. 4. Prepares for the President comprehensive reviews of the curricular offerings of the departments in at least one academic division annually in order to advise on the allocation of resources. 5. Performs continual self-evaluation and institutional research for the academic development of the college.

FACULTY COUNCIL

Committee reports to:	Faculty
Frequency of reports:	Every faculty meeting as needed
Make-up of council:	Size: 5
Ex officio:	none
Members:	1 tenured, 1 tenure-track but non-tenured, 1 administrative, 2 at-large.

Method of selecting members: The nominating committee consists of one representative from each academic department, chosen by the department. Incumbent Faculty Council members represent their own departments. The current Council chairperson chairs the nomination committee, with a quorum of members participating. Elections are held by the faculty prior to other committee elections for the upcoming academic year. Election to the Council is by plurality. Subsequent, separate election is held for chair among 5 Council members eligible, with a majority required for election.

Length of tenure for members:	2 years
Chairperson:	elected by faculty, serves as Faculty Representative to the Board of Trustees.
Vice Chair:	chosen by the Council

Suggested frequency of meetings: as needed

Major responsibilities:

1. Receive requests or referrals from faculty members, faculty committees, and/or the Faculty Meeting.
2. Seek to gather information and clarify aspects of concerns it discusses.
3. Represent faculty opinions and advocate for faculty concerns to administration and trustees.
4. Represent the Faculty to the Academic Committee of the Board of Trustees.
5. Be available, as appropriate, to assist in mediating interpersonal conflicts involving faculty members and administrators.
6. Bring motions before the Faculty Meeting for discussion or action.
7. Complement existing committees or structures that are currently in place.
8. Reports made to the Faculty and to the Academic Committee of the Board of Trustees will be housed in the office of the Chair of the Faculty Council and in the Office of the Presiding Officer of the Faculty, the President.
9. The Faculty Council will meet with the administration prior to each meeting with the Trustees as representatives of the faculty.

Goals of the Council:

1. To foster professionalism and collegial relationships among faculty and administration in a proactive and non- adversarial fashion.
2. To provide a means to express faculty concerns to the Board of Trustees.
3. To hear, evaluate, and act upon the concerns of the faculty not addressed by existing committees or other channels of communication.
4. To provide a means to express faculty concerns to the administration and vice versa.

One purpose of this committee is to provide the trustees with a faculty perspective on the state of the college - and an opportunity to sense the heartbeat of the faculty. The Bylaws of the Board of Trustees indicate that to meet with the (Academic Committee of the Board of Trustees) at each annual meeting of the committee to discuss matters of mutual interest. The ENC Faculty Council will also serve as a clearing house and outlet for faculty-related concerns such as faculty welfare, compensation, faculty evaluation, community climate, and spiritual vitality.

GENERAL EDUCATION

Committee reports to:	Faculty
Frequency of reports:	Monthly
Make-up of committee - Size:	Variable
Ex officio:	Health Professions Advisor
Members:	Representatives from each Academic Division will be selected by their respective divisions. Additional faculty will be selected by faculty teaching in the General Education program.
Method of selecting members:	Appointed by the Committee on Committees
Length of tenure for members:	No restrictions
Chairperson:	General Education Division Chair
Suggested frequency of meetings:	Monthly
Major responsibilities:	<ol style="list-style-type: none"> 1. To assess all teaching within the General Education program. 2. The development of the curriculum in General Education. 3. Decisions about who will teach a department's General Education courses will be made in cooperative discussion between the Chairs of the Divisions impacted (the home department of the faculty member under consideration and/or the division typically staffing the course). If disagreements arise, the Provost would make the final decision.

HEALTH PROFESSIONS COMMITTEE

Committee reports to:	Faculty
Frequency of reports:	Monthly
Make-up of committee - Size:	5
Ex officio:	Health Professions Advisor
Members:	Representatives from the Chemistry, Biology and English Departments.
Method of selecting members:	Appointed by the Committee on Committees
Length of tenure for members:	No restrictions
Chairperson:	Appointed by the Provost
Suggested frequency of meetings:	Monthly
Major responsibilities:	<ol style="list-style-type: none"> 4. To support the efforts of the Health Professions Advisor 5. To screen applicants and recommend for admission to the following graduate programs: medical, veterinary, dental, optometry, physical therapy, sports therapy, and physician assistant as well as to screen those wishing to transfer to complete the nursing degree.

INSTRUCTIONAL/PROFESSIONAL DEVELOPMENT COMMITTEE

Committee reports to:	Faculty
Frequency of reports:	Monthly
Make-up of committee - Size:	6
Ex officio:	Provost
Members:	Representatives of each division
Method of selecting members:	Appointed by the Committee on Committees
Length of tenure for members:	No restriction
Chairperson:	Elected annually by the committee
Suggested frequency of meetings:	Monthly
Major responsibilities:	<ol style="list-style-type: none"> 1. To allocate funds to faculty members to assist in development of instruction. 2. To plan and execute Faculty Retreat. 3. To plan and execute Faculty Development Day. 4. To apply the guidelines on the awarding of sabbatical leaves of absence.

PROMOTION COMMITTEE

Committee reports to:	Provost
Frequency of reports:	Annually
Make-up of committee - Size:	Variable
Ex officio:	Provost (non-voting)
Members:	All faculty with the rank of Professor
Method of selecting members:	determined by faculty rank
Length of tenure for members:	No restriction
Chairperson:	Provost
Suggested frequency of meetings:	As needed
Major responsibilities:	<p>This committee shall be charged with the responsibility of reviewing and judiciously applying standards and criteria for promotion in rank outlined in section 3 so that candidates with the greatest potential to serve the College as strong teachers shall be recommended for promotion.</p>

2.8.2 Administrative Committees

ACADEMIC STANDING COMMITTEE

Committee reports to:	Provost
Frequency of reports:	Monthly
Make-up of committee—size:	6

For Traditional Undergraduate Committee:

Ex officio for Trad-UG: Vice President for Student Development and Retention (or designee), Registrar (or designee), Director of the Center for Academic Services (or designee), the Assistant Dean for Student Financial Services (or designee).

Members for Trad-UG: Three members of the teaching faculty. Each member will serve two year terms. Faculty should be elected on a one year shift (two on one off) so all three are not rotating on and off at a time. When necessary a one-year term election may be necessary to keep the alternating sequence in place.

For Adult and Graduate Studies Committee:

Ex officio for AGS: Vice President for Adult and Graduate Studies (or designee; Associate Registrar for AGS, Coordinator of Advising and Enrollment for AGS

Members for AGS: Three members of the teaching faculty.

Method of selecting members: Appointed by the Committee on Committees

Quorum: Four—two administrative faculty and two teaching faculty

Length of tenure for members: No restriction.

Chairperson: Traditional Undergraduate Registrar.

Voting: All committee members (administrative and teaching faculty) vote.

Suggested frequency of meetings: As needed

Major responsibilities:

1. Implement college policy regarding academic standing.
2. Make decisions regarding student petitions involving Academic policies.
3. Make decisions regarding academic suspension, probation, and other academic standing matters.

Appeals: To be made to the Provost

ADMISSIONS COMMITTEE

Committee reports to:	Provost
Frequency of reports:	Monthly
Make-up of committee - size:	7
Ex officio:	Director of Admissions, Director of Financial Aid, Vice President for Student Development and Retention (or designee), Registrar (or designee), Director of the Center for Academic Services (or designee)
Members:	Three members of the teaching faculty. Each member will serve two year terms. Faculty should be elected on a one year shift (two on one off) so all three are not rotating on and off at a time. When necessary a one-year term election may be necessary to keep the alternating sequence in place.
Voting:	All committee members (administrative and teaching faculty) vote.
Method of selecting members:	Appointed by the Committee on Committees
Quorum:	Five—three administrative faculty and two teaching faculty
Length of tenure for members:	No restriction
Chairperson:	Appointed by the Provost from among the teaching faculty committee members.
Suggested frequency of meetings:	weekly or as needed.
Major responsibilities:	<ol style="list-style-type: none"> 1. Implement college policy regarding criteria and processes for admissions. 2. Make admissions decisions.
Appeals:	To be made to the Provost

COUNCIL ON COMMUNITY RESPONSIBILITY (CCR)

Committee reports to:	VP Student Development
Frequency of reports:	As Needed
Make-up of committee - size:	Typically 5
Members:	Director of Student Conduct and Care (Chair), Student Development staff member, Two or more members of the teaching faculty and staff.
Voting:	All committee members vote (Chair votes if tied).
Method of selecting members:	Faculty are appointed by the Committee on Committees
Quorum:	Three
Length of tenure for members:	No restriction
Chairperson:	Director of Student Conduct and Care (or designee)
Suggested frequency of meetings:	As needed.
Major responsibilities:	<ol style="list-style-type: none"> 1. The CCR addresses a possible violation of community standards by a student, 2. The student shall be informed of the nature of such violation and be summoned to a meeting of the CCR. 3. If a student chooses not to attend the CCR meeting the CCR Chair will proceed to present information regarding the incident without the student's input. 4. The CCR will determine if the student violated the standard, and may impose sanction(s). Additional sanctions may be imposed for a student's absence. 5. The summoned student will be informed of any disciplinary sanction(s) and be expected to comply. 6. Students will be subject to dismissal for non-compliance.
Appeals:	Vice President for Student Development

DEAN'S ADVISORY CABINET (DAC)

Committee reports to:	Provost
Frequency of reports:	As needed
Make-up of committee - size:	8
Ex officio:	Provost, Division Chairs of the College
Members:	None At large
Method of selecting members:	All ex officio
Length of tenure for members:	No restriction
Chairperson:	Provost
Suggested frequency of meetings:	Twice per semester, and as needed
Major responsibilities:	<ol style="list-style-type: none"> 1. To set short-term and long range goals for the Academic year and to assess achievement of those goals. 2. To determine the appropriate channels for implementations of the goals. 3. To advise the Provost on matters related to Academic Affairs. 4. To make recommendations to the Provost for the placement of newly appointed faculty on the salary scale based on guidelines contained in Section 4.

PERSONNEL

Committee reports to:	Administrative Council
Frequency of reports:	Monthly
Make-up of committee - Size:	7
Ex officio:	Director of Human Resources
Members:	A Vice President appointed by the President, Director of Human Resources, two staff with one from the AGS staff, two members of the teaching faculty, and a member of the administrative faculty.
Method of selecting members:	Elected
Length of tenure for members:	Two years
Chairperson:	Director of Human Resources
Suggested frequency of meetings:	Monthly
Major responsibilities:	<ol style="list-style-type: none"> 1. To discuss human resources procedures and policies 2. To bring key issues to the Administrative Council 3. To provide support and guidance to the Human Resources Department 4. To review and recommend benefits plans and time off policies that best represent the needs of the employees of the college

RETENTION

Committee reports to:	Administrative Council
Frequency of reports:	As Needed
Make-up of committee - Size:	Variable
Members:	Up to 3 teaching or administrative faculty, key Student Development staff members, and key Student Financial Services staff members
Method of selecting members:	Faculty are appointed by the Committee on Committees
Length of tenure for members:	No restriction
Chairperson:	Vice President for Student Development
Suggested frequency of meetings:	Monthly
Major responsibilities:	<ol style="list-style-type: none"> 1. To analyze institutional data to identify student populations at risk of attrition. 2. To develop and implement institution-wide strategies for student retention and completion. 3. To analyze and make recommendations to improve institutional practices to enhance students' satisfaction and engagement. 4. To proactively identify and address systemic institutional barriers to student retention and completion. 5. To advise the College's strategic planning efforts as strategies pertain to student retention and completion

TENURE REVIEW

Committee reports to:	Provost
Frequency of reports:	Annually
Make-up of committee - Size:	10
Ex officio:	Provost (non-voting)
Members:	One tenured faculty member selected by each academic College division, and four at- large tenured faculty members
Method of selecting members:	Elected by full time teaching Faculty
Length of tenure for members:	No restriction
Chairperson:	Provost
Suggested frequency of meetings:	As needed
Major responsibilities:	<ol style="list-style-type: none"> 1. The Tenure Review committee shall consider the evidence presented by the ad hoc committee in the light of its recommendations. 2. This committee shall be charged with the responsibility of reviewing and judiciously applying qualitative standards in line with the criteria documents so that candidates with the greatest potential to serve the College as strong teachers shall be recommended for tenure.