

Section 3 - Faculty

This section outlines the terms and conditions of employment at this College and becomes part of every faculty contract, except where special terms and conditions have been recommended by the Dean's Advisory Cabinet, in consultation with the Provost and the President, and are specifically outlined in an individual contract.

3.1 Definition of Faculty Status

The faculty of the College shall consist of the President, the members of the President's Cabinet, the Professors, the Associate Professors, the Assistant Professors, and the Instructors, and Adjunct Faculty (inclusive of Administrative Faculty). Invitations to attend the faculty meetings with the privilege of the floor may be extended to any others by the Provost.

Voting faculty is defined as all currently contracted full-time faculty in any one of the following academic ranks: Instructor, Assistant Professor, Associate Professor, Professor,. All adjunct and other part-time faculty do not have voting privileges.

The relationship between the college and a faculty member will fall within one of four categories, within one of two statuses, one of five ranks, and one of 3 types of contract as outlined below.

3.2 Faculty Categories, Status, and Rank

3.2.1 Faculty Categories (Tenure-track, Non-Tenure-track, and Administrative Faculty)

Tenure-track, Probationary: Probationary appointments are for a specific period of tenure-track service (not to exceed seven years) with the expectation that successful performance will lead to tenure. The contract identifies the individual's probationary status, or years of service, on the tenure clock.

Tenure-track, Tenured: Tenured appointments are reserved for those faculty members who have successfully undergone the tenure review process. There is an inherent expectation of a certain level of professional achievement. Once tenure is conferred, the faculty is on a continuous appointment.

Non-Tenure-track: The non-tenure-track consists of two groups: those who teach part time and those who teach full time but are not on the tenure-track. Non-tenure track faculty can hold the faculty rank of adjunct, lecturer, instructor, assistant, associate, and professor.

Administrative Faculty: A number of non-teaching positions by tradition or by reason of their association directly with programs of instruction carry faculty status. Administrative Faculty are primarily administrators whose duties are not primarily classroom teaching, as determined by the President in consultation with the Provost, Administrative faculty members may be placed in rank or considered for promotion as deemed appropriate by the Provost in consultation with the direct supervisor. The criteria for Administrative Faculty are: Minimum of a Master's Degree; Report to the Provost, although not exclusively; Direct and substantial influence on the academic experience of students.

3.2.2 Faculty Status (Full-time and Part-time)

Full-time Academic Employee: A full-time academic employee is one who is appointed for a minimum of two semesters of the same fiscal year and whose teaching assignments and/or other assignments are determined by the Provost to constitute a full load.

Part-time Academic Employee: A part-time academic employee is one who is appointed for less than two semesters of the same fiscal year or whose teaching assignments and/or other assignments are determined by the Provost to be less than a full load.

3.2.3 Faculty Rank:

Adjunct Faculty Part-time instructional staff who are contracted to teach on a temporary or course-by-course basis.

Instructor Appointments to this rank are ordinarily for new faculty who have not yet been awarded the terminal degree in their teaching field. A master's degree or significant professional experience is the minimum expectation for appointment to this rank. Tenure-track probationary faculty without a terminal degree may be placed at this rank for up to three years while they pursue the terminal degree and the years at this rank do not count toward the seven year probationary tenure time limit.

Assistant Professor Appointments to this rank are for tenure-track faculty and administrative faculty who hold a terminal degree appropriate to the field or who bring to the College professional experience deemed the equivalent of the terminal degree. New faculty appointments are commonly made at this rank. Specific criteria for this rank are outlined in section 3.6

Associate Professor A person appointed to the rank of associate professor, in addition to the degree credentials required of an assistant professor, must have a minimum of five years of full-time college teaching experience with a minimum of one year of full-time teaching at ENC. This person must in that time have must demonstrate an established record of excellence in effective teaching, evidence of scholarship and consistent involvement in institutional service. New faculty appointments may be made at this rank, under circumstances deemed appropriate by the Provost and the President. This rank shall be considered as continuing in the tenure-track standing or as Administrative faculty. Specific criteria for this rank are outlined in section 3.6

Professor A person appointed to the rank of professor, in addition to the degree credentials required of an assistant professor, must have at least ten years of cumulative full-time college teaching experience (or the equivalent) with a minimum of three years full-time teaching at the Associate Professor Rank and a minimum of one year post tenure teaching experience at ENC. In that time this person must have achieved professional distinction in the areas of teaching, professional activity, and service. New faculty appointments may be made at this rank, under circumstances deemed appropriate by the Provost and the President. Specific criteria for this rank are outlined in section 3.6

3.3 Process for placement of new faculty

3.3.1 Placement of new faculty by Category, Status, and Contract type

The appropriate category, status, and contract type for a new faculty position shall be determined through negotiation between the appropriate department or division chair and the Provost. The Dean's Advisory Cabinet may be called on to assist in the determination at the request of the Provost or the appropriate department or division chair.

3.3.2 Rank and Salary Placement for Tenure-Track and Non-Tenure Track Faculty

The Dean's Advisory Cabinet is to review the credential file of each new faculty member for the purpose of recommending the academic rank and salary based upon the Faculty Salary Schedule found in the *Faculty Manual*. It is the intention that all new faculty hires will be placed on the salary schedule and given a rank based on the advice of the Dean's Advisory Cabinet. At the time of hire the candidate must meet the criteria for the appropriate rank of hire. Criteria for hiring or promotion into each rank are inclusive of the criteria and documentation required for each prior rank.

3.4 Faculty Contract Types

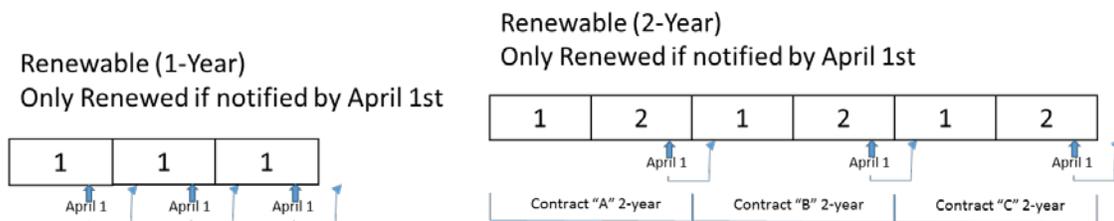
Since the college is enrollment dependent, it is essential for the institution to maintain financial flexibility in order to respond to shifts in student interest and market trends while at the same time maintaining a stable core faculty with a reasonable level of job security. The importance of having a core faculty with tenure is supported by the faculty, administration, and Board of Trustees. To accomplish these two commitments, financial flexibility and a core of tenured faculty, there are three types of academic faculty appointments (1) terminal contracts, (2) renewable contracts, and (3) rolling-renewable contracts. The college reserves the right to buy-out the remaining term of any contract. Additional details regarding contractual obligations, benefits, and agreements can be found in the Employee Handbook.

3.4.1 Terminal Contract.

A terminal contract is a contract for a fixed and limited period of time, not to exceed three calendar years, and most often presented as "one year only" or "one semester only." Those holding a terminal contract work under an appointment with a fixed and clearly stated ending date. For those holding a terminal contract, there is no expectation of continued appointment after the ending date of the contract. Since a terminal contract has a fixed ending date, this type of fixed-term academic faculty appointment ends by its own stated terms. This means that those holding a terminal contract do not receive notice of contract nonrenewal. No formal notice of the contract ending date is required beyond the terms of the contract itself. Terminal contracts may be issued when the Provost makes the determination that such a fixed-duration appointment best addresses the College's needs, including such factors as financial, staffing, or planning requirements. Faculty holding terminal contracts are not subject to renewal and nonrenewal.

3.4.2 Renewable Contract.

A renewable contract is subject to a contract renewal process. A renewable contract will be for one (1) or two (2) years. Renewable contracts may be issued when the Provost makes the determination that such appointments best address the College's needs, including such factors as financial, staffing, or planning requirements. The contract renewal process occurs during the final semester of the contract period. Renewal/nonrenewal decisions will be made in conjunction with the annual evaluation process taking into consideration the recommendation of the academic department and division chair. Contract renewal shall be determined prior to April 1 of the final year of the current contract. The Provost has final authority on all faculty renewal decisions. If the contract is renewed, the new contract can be a terminal contract, a new renewable contract (one or two year) or a rolling-renewable contract.

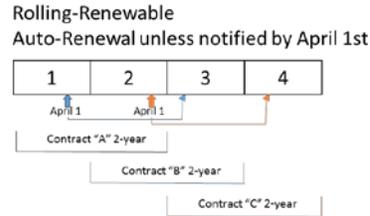


3.4.3 Rolling-Renewable Contract.

A rolling-renewable contract provides for automatic yearly extension of the contract's ending date without going through a contract renewal process. A rolling-renewable will be on a two (2) year basis. At the end of the first year of the contract, the contract will automatically renew for an additional year such that the faculty member remains on a perpetual two-year contract.

- a. Rolling-renewable appointments are available to faculty who were previously on a renewable contract for at least two (2) years and are intended to offer a measure of continuously-updated job security. Rolling-renewable contracts may be issued when the Provost makes the determination that such an appointment best address the College's needs, including such factors as financial, staffing, or planning requirements.
- b. Conditions and Characteristics.
 - i. The use of rolling-renewable appointments does not eliminate or lessen the requirement for annual performance reviews. A decision to not renew will be made in conjunction with the annual evaluation process taking into consideration the recommendation of the academic department and division chair.
 - ii. The essential feature of rolling-renewable appointments is that each year the expiration date for the appointment is automatically extended by one fiscal year unless specific administrative action is taken by April 1 to prevent that extension.

- iii. All rolling-contracts shall include the following language: "Unless the employee is notified of the non-extension of this contract prior to April 1 of any given contract year, the appointment ending date shall automatically be extended for one additional year. Once the employee is notified of non-extension, the appointment shall have a fixed ending date." In these instances, once a decision is made to break the automatic renewal cycle of a rolling-renewable contract, the Provost, or designee, will provide a written statement of the reasons



3.5 Faculty-Portfolio as Evidence of Professional Development and Teaching Excellence

All full-time teaching faculty are required to compile a portfolio containing data supporting achievement of relevant criteria related to promotion and tenure. The portfolio should be considered to be a "living" document that you continually add to and reflects a record of your employment status at any given point in time. The format, structure and process for portfolio construction can be found in section 3.

3.6 Criteria by Rank for Full-Time Teaching Faculty.

3.6.1 Criteria for full-time teaching faculty at the rank of Instructor

This rank shall be considered as the entry-level to full-time faculty status. Criteria for this rank include adhering to the Faculty Code of Ethics along with the following criteria specific to the rank of Instructor:

1. Education and Experience

- a. **Criteria:** a Master's degree in the specific field in which courses are to be taught.
- b. **Documentation:**
 - Original diploma or official transcript of Master's work beyond the Bachelor's level.
 - Note: On rare occasions when there is documented evidence of difficulty in hiring a Master's level candidate, a candidate with only a Bachelor's degree plus a minimum of 5 years work experience directly related to the teaching area may be considered.
 - Within one year of hire, an instructor with a Bachelor's degree must enroll in a Master's program directly related to the teaching area.
 - This graduate degree must be completed within five years of being hired.
 - At the time of application, an Instructor with only a Bachelor's degree must submit a plan of intent to meet this Master's degree requirement. This plan must be reviewed and approved by the Dean's Advisory Cabinet before an offer of employment is proffered.

2. Christian Faith

- a. **Criteria:** In agreement with the Mission Statement and Defining Values of ENC, an Instructor must display a commitment to higher education in a Christian context, especially as related to teaching at ENC. To ensure this commitment, an instructor must:
 - Possess a faith in the triune God
 - Possess a willingness to support the Wesleyan tradition
 - Possess beliefs and lives that do not inveigh against the Agreed Statement of Belief and Covenant of Christian Character of the Church of the Nazarene as articulated in the Manual of the Church of the Nazarene
 - Serve in a place of worship
 - Demonstrate positive spiritual influence and leadership
- b. **Documentation:**
 - Personal statement of Christian faith which demonstrates an understanding of and willingness to support the Wesleyan tradition.
 - Statement of service within the candidate's place of worship.
 - Minimum of one letter of reference from a church official from the candidate's place of worship.
 - Minimum of one letter of reference from another relevant, knowledgeable source.

3. Teaching Potential

- a. **Criteria:** Evidence of potential for effective teaching.
- b. **Documentation:**
 - Statement of Philosophy of Education
 - Three letters of reference that can attest to the candidate's potential for quality teaching
 - Student evaluations, if prior teaching exists

4. Scholarship and Professional Achievement

- a. **Criteria:** Evidence of scholarly potential such as interest in professional activities staying current in the professional journals or literature related to one's academic field.
- b. **Documentation:**
 - Summary of research interests
 - Three letters of reference attesting to candidate's potential for scholarship

3.6.2 Criteria for full-time teaching faculty at the rank of Assistant Professor

Criteria for this rank are inclusive of the criteria and documentation specified for all preceding ranks and include adhering to the Faculty Code of Ethics along with the following criteria specific to the rank of Assistant Professor:

1. Education and Experience

- a. **Criteria:** It is the expectation of the college that all Assistant Professors will have an appropriate earned doctorate or related terminal degree from an accredited institution.
 - If the candidate does not have a doctorate or related terminal degree then a Master's degree may be acceptable if the faculty member is in an active program of study at an accredited institution leading to an appropriate earned doctorate or related terminal degree. The progress in this area is to be monitored by the Provost and Department chair via the faculty member's annual reviews. The earned doctorate or related terminal degree must be completed within eight years of achieving the rank of assistant professor.
 - The Promotion Committee in consultation with the department chair in which the faculty member resides shall approve all doctorates, terminal degrees, degree programs, and teaching experience.
- b. **Documentation:**
 - Original diploma or official transcript of work beyond the Masters level.
 - Educational and employment history as summarized in the *records of action* section of the faculty-portfolio

2. Christian Faith

- a. **Criteria:** This is a significant criterion for promotion to this rank. In addition to meeting the criteria for prior ranks, an assistant professor must demonstrate the potential for impacting the lives of students by being a Christian role model.
- b. **Documentation:**
 - Updated personal statement of Christian faith which demonstrates an understanding of and willingness to support the Wesleyan tradition.
 - Letters of recommendation from Department Chair, Division Chair, and/or Provost, giving evidence supporting commitment to education in a Christian context both in and out of the classroom.
 - Letters of recommendation from pastor and/or church board or district superintendent or other denominational official related to continuing support of the faculty member's church involvement.

3. Teaching Effectiveness

- a. **Criteria:** Evidence of effective teaching is an important criterion for promotion to this rank.
- b. **Documentation:**
- Personal statement of philosophy of education in a Christian context.
 - If prior teaching exists include:
 - Examples of classroom methodology
 - Student evaluations and/or interviews
 - Peer evaluations and/or report of colleague visits to classes
 - Three letters of reference from prior teaching appointment (i.e., Dean, Division Chair, and Department Chair)
 - If no prior teaching experience:
 - Three letters of reference from sources that can attest to the candidate's potential for quality teaching in a Christian institution of Higher Education

4. Scholarship and Professional Achievement

- a. **Criteria:** Evidence of scholarly potential, such as interest in professional activities, staying current in professional journals or literature related to one's academic field
- b. **Documentation:**
- Summary of recent professional and scholarly accomplishments for the past 3 years.
 - Summary of future research interests.
 - Membership in professional organizations related to one's academic field.
 - Attendance at relevant professional meetings.
 - Subscriptions to professional journals.
 - Oral presentation to faculty of materials growing out of graduate study or other academic investigation.

5. Institutional and Community Service

- a. **Criteria:** A consistent record of, or potential for, service to the college community including but not limited to effective academic advising, committee work, attendance at chapel, attendance at faculty meeting, and full regalia events.
- b. **Documentation:**
- A statement from the candidate attesting to the performance of such duties, especially those specifically required.
 - A minimum of three letters from colleagues, students, Department Chair, and/or Division Chair attesting to performance of institutional and/or community services.
 - If candidate is at entry level, a statement of personal goals and areas of interest related to institutional service.

3.6.3 Criteria for full-time teaching faculty at the rank of Associate Professor

An Associate Professor must demonstrate an established record of excellence in effective teaching, evidence of scholarship and consistent involvement in institutional service. The primary criteria that a faculty member must meet for promotion to this rank will be teaching excellence and impact on student lives as a Christian role model. Criteria for this rank are inclusive of the criteria and documentation specified for all preceding ranks and include adhering to the Faculty Code of Ethics along with the following criteria specific to the rank of Associate Professor:

1. Education and Experience

a. **Criteria:**

- It is highly desirable that candidates for Associate Professor have an appropriate earned doctorate or related terminal degree from an accredited institution.
- A Masters degree may be acceptable if the faculty member demonstrates significant progress in an active program of study at an accredited institution leading to an appropriate earned doctorate or related terminal degree.
- Minimum of five years of full-time college teaching experience.
- Minimum of one year teaching experience at ENC in the year just prior to the year of application and review for promotion.
- Minimum of three years at the rank of Assistant Professor.

b. **Documentation:** Same as for Assistant Professor Rank

2. Christian Faith

- a. **Criteria:** In addition to meeting the criteria for all prior ranks, an associate professor must
- Possess a philosophy of education in a Christian context which serves to guide students as they interface their faith with their respective fields of academic study.
 - Demonstrate involvement in the spiritual life of the college.

b. **Documentation:**

- Updated Personal statement of Christian faith and the relationship between personal faith and Christian Higher Education.
- Updated letters of recommendation from Department Chair, Division Chair, and/or Provost, giving evidence to a commitment to education in a Christian context both in and out of the classroom.
- Updated letters of recommendation from pastor and/or church board or district superintendent or other denominational official related to continuing support of the faculty member's church involvement.

3. Teaching Excellence

a. **Criteria:**

- States clear objectives in the syllabi of each their courses.
- Effectively implements methods for addressing the individual learning styles and diverse needs of students.
- Presents content at a level appropriate for the student.
- Continuous enrichment themselves in their field by active participation in conferences, workshops, and other related events.
- Inspires student responses which give evidence that learning has taken place.
- Effectively manages the classroom so that learning objectives can be met.

b. **Documentation:**

- All student evaluations for all years of service.
- Three peer evaluations and/or summaries of colleague visits to classes within the 2 years prior to application for promotion to Associate Professor.
- Letters from Department and Division Chairs relevant to teaching excellence
- Most recent syllabi for all courses taught.
- Identification of specific student situations for which steps were taken to meet the student's learning needs; syllabi that show a variety of assignment types designed to meet a variety of learning needs (e.g., auditory, visual, kinesthetic based assignments).
- Letters, certificates, and so forth that give evidence of recognition for teaching excellence by internal and/or external sources (e.g., students, alumni, colleagues).

4. Scholarship and Professional Achievement

a. **Criteria:** continued professional growth through activities such as:

- Engaging in professional activities in their discipline OR engaging in scholarly activities in their discipline (e.g., publishing, making presentations, ongoing research, attending workshops) OR creation, mastery, and/or performance, including recordings, required for a professional artistic discipline.
- Engaging in creative development of new pedagogical materials OR a program of extensive graduate studies, in most cases, post-doctoral OR other activities which demonstrate professional development relevant to the field.

b. **Documentation:**

- Updated summary of professional accomplishments for the past 5 years.
- Copies of published scholarly writing (preferably peer reviewed) OR recordings or copies of programs from oral presentation of scholarly work.
- Description of pedagogical developments/improvements/approaches OR transcript or certificate of additional graduate course work.

5. Institutional and Community Service

- a. **Criteria:** A consistent record of service to the college community, including:
- performance of **at least two** of those functions described below:
 - Advising student organizations or other major time commitment to student groups.
 - Investment in students beyond the standard level (e.g. having students to your home, accompanying students on mission trips, summer ministry representative.)
 - Administrative duties (e.g., being the Chair of a committee or department).
 - Effective constituency service to: (a) local churches; (b) District or broader region of church service; and/or (c) community activities.
- b. **Documentation:**
- A statement from the candidate attesting to the performance of such duties, especially those specifically required.
 - A minimum of three updated letters from colleagues, students, and others familiar with the candidate's performance of institutional and/or community service.

3.6.4 Criteria for Full-Time Teaching Faculty at the Rank of Full Professor

This rank shall be considered as the highest rank in the professorial sequence. Full Professorship is granted to long term faculty members who demonstrate development of their professorial craft and accomplishment in their profession. The Full Professor lives out the ideals of Eastern Nazarene College and serves as a role model to other faculty members, to the ENC community, and to the alumni and constituencies of the college. Criteria for this rank are inclusive of the criteria and documentation specified for all preceding ranks and include adhering to the Faculty Code of Ethics along with the following criteria specific to the rank of Full Professor:

1. Education and Experience

a. **Criteria:**

- An appropriate earned doctorate or related terminal degree from an accredited institution.
- Minimum of ten years of teaching experience (cumulative). Two of the ten year requirement may be equivalent related experience as approved by the Promotion Committee.
- Minimum of three years full-time teaching at the Associate Professor Rank.

b. **Documentation:**

- Original diploma, or certified transcript of work at the doctoral level or equivalent terminal degree.

2. Christian Faith

a. **Criteria:** In addition to meeting the criteria for all prior ranks, a full professor must demonstrate that they serve on a consistent basis as a Christian role model to students. A full professor must engage students on issues related to integrating faith with their academic discipline.

b. **Documentation:**

- Letter of recommendation from students and/or the ENC Chaplain.
- Updated personal statement of Christian faith and the relationship between personal faith and Christian Higher Education.
- Updated letters of recommendation from Department Chair, Division Chair, and/or Provost.
- Updated letters of recommendation from pastor and/or church board or district superintendent or other denominational official.

3. Teaching Excellence

- a. **Criteria:** In addition to meeting the criteria for prior ranks, a full professor must continue to demonstrate a consistent record of teaching excellence through activities such as
- Development of new courses, or significant revision of existing courses.
 - Significant engagement in interdepartmental or interdisciplinary activities (i.e., interdepartmental or interdisciplinary team teaching, pedagogical development) OR development of creative ways of presenting materials, structuring learning situations, and encouraging independent learning activities on the part of the student.
- b. **Documentation:**
- New syllabi which show development of new courses; old and new syllabi which show significant revision of an existing course.
 - Letters of reference from colleagues with whom you have team taught or worked on interdepartmental /interdisciplinary projects or creative pedagogical projects OR examples of creative teaching materials, ways of structuring learning situations, and ideas for encouraging independent learning activities.

4. Scholarship and Professional Achievement

- a. **Criteria:** continued professional growth through activities such as
- Publication of scholarly work or performance in the professional field OR publication of work which reflects pedagogical development OR creation, mastery, and/or performance, including recordings, required for a professional artistic discipline.
 - Development of professional skill through such activities as travel related to one's discipline or participation in workshops and special courses.
 - Has received honors and recognition by serving as consultant or special lecturer OR has received awards or grants.
 - Election to office, assignment to committees in professional organizations, or presentation of papers at professional meeting.
 - Continuing education beyond the terminal degree (e.g. post doctoral work, extensive graduate school beyond position standard, or training program relative to your discipline.
- b. **Documentation:**
- Updated summary of professional accomplishments for the past 5 years.
 - Copies of published scholarly writing (preferably peer reviewed) OR copies of publications, programs, recordings, and so forth for performances or presentations in one's professional field.
 - Letters, certificates, and so forth that denote honors, awards, and/or grants received.
 - Letters of election to offices, appointments to committees, or acceptances of proposals for presenting papers at professional meetings.
 - Transcript or certificate of completed continuing education and/or evidence of workshop participation.

5. Institutional and Community Service

- a. **Criteria:** A consistent record of service to the college community, including:
- Exceptional involvement with students through counseling, advising or sponsorship of organizations, and valuable participation in their spiritual, social, and intellectual activities out of class.
 - Initiation or promotion of policies or programs in committees, departments, and/or divisions.
- b. **Documentation:**
- A statement from the candidate attesting to the performance of such duties, especially those specifically required.
 - A minimum of three updated letters from colleagues, students, or others familiar with the candidate's performance of institutional and/or community service.

3.7 Review and Recommendation for Promotion

A faculty member who has met the minimum time in a specific faculty rank can apply for promotion by submitting a letter of intent to the Provost no later than October 1st of the academic year in which the candidate is to be evaluated. It is expected that the applicant will have met all of the stated promotion criteria for which application is being made by the end of the academic year during which the application is reviewed.

The Provost will meet with the Promotion Committee to verify the candidate's eligibility based on the criteria outlined in section 3.6. A letter of response will be sent to the candidate no later than December 1st of the same year. Once eligibility has been verified and communicated, the candidate must submit their faculty-portfolio to the office of the Provost no later than February 1st in the academic year of evaluation.

The Provost will meet with the Promotion Committee to hear their assessment of the candidate's portfolio. The committee will recommend to the Provost either promotion or denial of promotion, and will provide specific encouragement for the candidate on areas of strength and areas in need of greater attention. The Provost will provide a letter containing his or her final decision to the candidate within 2 weeks of the committee decision and no later than the end of the academic year of review.

3.8 Tenure at Eastern Nazarene College

Eastern Nazarene College affirms the historic role of tenure in securing academic freedom, protecting teachers from hegemonic administrations, and enabling long-term faculty to have the power to defend and uphold the traditional values and purposes of the College.

In addition, the role of tenure at ENC must be organically related to the social and communal expectations for faculty that have emerged and are continuing to emerge out of our social life together as a Christian educational institution. One way to accomplish this is to imagine the kind of professor that emerges out of our communal aspiration as “exemplar.”

This community narrative highlights five aspects or characteristics: education and experience, involvement in Christian faith, teaching excellence, scholarship and professional achievement, and institutional and community service. Out of this narrative emerges a vivid affirmation of the academic, religious and moral life of ENC and the kind of person who exemplifies such a life.

Tenure at ENC is intended to be a mutual and supportive relationship between the community and the faculty member. The act of granting tenure is the community’s affirmation that a particular person aspires to and approximates the community “exemplar” and therefore ENC invests trust in the individual to embrace the ENC ideal. It is also the individual’s acceptance of the ENC ideal and their investment in that vision as a guiding framework for their life and work at Eastern Nazarene College.

3.8.1 Tenure Probation and Timeline

A tenure-track faculty member is considered a probationary faculty member during the time prior to the tenure consideration and decision. During this time the tenure-track faculty member is considered tenure-track, probationary. The tenure probationary period begins once the candidate is placed in a tenure-track, probationary category at the rank of Assistant Professor. Tenure-track, probationary faculty members shall be on a rolling-renewable two-year contract during the probationary period. As specified in section 3.4.2, by April 1 of each contract year the contract for tenure-track probationary faculty either automatically renews for an additional year or the faculty member will be notified of a non-extension of the rolling renewable contract beyond the end of the current contract which is at the end of the next academic year. Holding a tenure-track, probationary appointment does not create an obligation for the college to reappoint a faculty member. The probationary period is seven years. To be eligible for tenure, a faculty member must have an appropriate earned doctorate or related terminal degree from an accredited institution and have held the rank of Associate Professor at ENC for a minimum of two years. In the case of newly hired faculty members who have been tenured at another college or university, tenure may be granted by approval of the Board of Trustees after a period of time sufficient to evaluate the mutual fit for ENC and the faculty member. Promotion and tenure can occur simultaneously as long as all promotion and tenure criteria are met.

3.8.2 Tenure Status for Administrative Faculty

No non-teaching position is tenurable. Faculty members who are half-time or more in an administrative assignment are not tenurable. Faculty members who have previously been tenured may by mutual agreement retain tenure status in their teaching fields during a period of time under which they are under administrative appointment. Years of administrative appointment do not count in the tenure probationary period.

3.8.3 Criteria for Tenure

The faculty member who qualifies for tenure engages in and demonstrates a depth and breadth of evidence of professional activities, attainments, and service to the College and constituencies that are beyond the basic levels required for promotion to Associate Professor rank. The evaluation of teaching will include evidence acquired from sources appropriate to the criterion under consideration. Among these will be self-evaluation and evidence collected from a majority of the students studying with the teacher at the time of the evaluation. Criteria for tenure include adhering to the Faculty Code of Ethics along with the following criteria specific to tenure:

1. Education and Experience

a. **Criteria:**

- An appropriate earned doctorate or related terminal degree from an accredited institution.
- The tenure clock starts when hired or promoted into the Assistant Professor rank
- The tenure probationary period is seven years.
- A minimum of two years teaching experience at ENC at Associate Professor rank.

b. **Documentation:**

- Original diploma, or certified transcript of work at the doctoral level or equivalent.
- Educational and employment history as summarized in the *records of action* section of the faculty-portfolio.

2. Christian Faith

- a. **Criteria:** In addition to meeting the criteria for prior ranks, a tenured professor must demonstrate that they serve on a consistent basis as a Christian role model to students. A tenured professor must engage students on issues related to integrating faith with their academic discipline.

b. **Documentation:**

- Letter of recommendation from students and/or the ENC Chaplain.
- Updated personal statement of Christian faith and the relationship between personal faith and Christian higher education.
- Updated letters of recommendation from Department Chair, Division Chair, and/or Provost.
- Updated letters of recommendation from pastor and/or church board or district superintendent or other denominational official.

3. Teaching Excellence

- a. **Criteria:** In addition to meeting the criteria for the rank of Associate Professor, a tenured faculty member must demonstrate a consistent record of teaching excellence:
- Provides learning opportunities for students in addition to the classroom experience (e.g., attending lectures, conferences and/or other professional activities relative to the field; encourages and helps facilitate independent study by students; includes students in research in which the faculty member is engaged, etc.).
 - Engages in interdepartmental or interdisciplinary activities.
 - Enriches himself/herself in other fields (e.g., by attending and/or participating in conferences, conducting research, reading, etc.).
 - Develops creative ways of presenting materials and encouraging independent learning activities on the part of students.
 - Demonstrates a continued sensitivity to the various learning needs/styles of students and ability to meet these needs/styles.
- b. **Documentation:** includes, but is not limited to, the following:
- Evidence of providing learning opportunities in addition to the classroom experience (e.g., field trips included in syllabi, registrations for faculty and students attending conferences, programs/tickets from lectures attended with students, media coverage of learning opportunities of students outside of the classroom, etc.).
 - Letter from a colleague in another department/discipline that gives evidence of collaboration having taken place; syllabus from a team taught course.
 - Evidence of having continually enriched self in other fields (e.g., reading lists with notes of enrichment that has taken place, letter from a colleague with whom one has collaborated in research or a co-authored research article, conference programs with notation of sessions attended, etc.).
 - Samples of creative teaching materials (e.g., creation of board games to cover course content, original role play scenarios, exercises to apply math to everyday life situations, letters from students stating the level of encouragement for independent learning that has taken place, etc.).
 - Identification of specific student situations for which steps were taken to meet the student's learning needs; syllabi that show a variety of assignment types designed to meet a variety of learning needs (e.g., auditory, visual, kinesthetic based assignments)
 - Letters, certificates, and so forth that give evidence of recognition for teaching excellence by internal and/or external sources (e.g., students, alumni, colleagues).
 - Letters, certificates, and so forth that give evidence of having been recognized by either internal or external organizations for teaching excellence (e.g., ENC's teaching excellence award, serving as a consultant and/or a special speaker in one's field by invitation, receiving a grant or other awards).
 - Copies of student course evaluations.

4. Scholarship and Professional Achievement

a. **Criteria:**

1. Has received external recognition for at least four of the following categories:
 - Continued maintenance of relationships with professional organizations (e.g., membership, participation in conferences, election to office, maintenance of professional licensure).
 - Presentation of scholarly work at professional organizational meetings and/or performances in their professional field.
 - Publication in scholarly periodicals, books, or trade journals in their professional field
 - Participation in workshops and/or special courses which lead to the faculty member experiencing more depth in a particular area of their field.
 - Engagement in a program of scholarly studies or formal post-doctoral work which leads to furthering one's credentials (e.g., certification).

b. **Documentation:**

- Copies of letters, certificates, licenses, conference programs, performance programs and/or audio recordings, and published articles that give evidence of external recognition.
- Copies of certificates, conference programs, published articles and so forth that give evidence of engagement in external professional activities.

5. Institutional and Community Service

- a. **Criteria:** In addition to meeting the criteria for the rank of Associate Professor, a tenured faculty member must continue to demonstrate a Christian experience by communicating their faith to the College community. Their philosophical statement gives evidence of a genuine belief in the ideals and objectives of the College and a dedicated commitment to their tasks. The faculty member will also:
- Demonstrate an on-going trend of involvement with students beyond the standard level of expectation with regard to counseling, informal sharing, advising or sponsoring of organizations, and valuable participation in their spiritual, social, and intellectual activities out of the classroom.
 - Attend scheduled committee, departmental, divisional, and faculty meetings
 - Assume and follow through with responsibilities, including administrative duties delegated to him/her (e.g., performing committee work, providing academic advising, participating in annual review, etc..)

In addition, the candidate will give evidence of **two** of the following areas:

- Initiating and promoting policies or programs in committees, departments, and divisions.
- Contributing significantly to their church on the district, zone, or general level through holding office, promotional work, or writing for the general public (e.g., Holiness Today, Christianity Today, Christian Scholar, etc.).
- Creating good will for the College by participation in relevant external community affairs as an ongoing effort.
- Willing to speak in chapel and has discussed the possibilities with the Chaplain.
- Participating in activities which assist offices related to admissions, registrar, library, financial aid, student recruitment, student personnel and alumni, Phi Delta Lambda.

b. Documentation:

- A statement from the candidate attesting to their level of success at meeting the criteria. At minimum, all of the required points should be addressed.
- Letters from others in support of the candidate's claim at meeting the criteria. (Not all points require this support).

3.8.4 Application process and Review and Recommendation for Tenure

A faculty member can apply for tenure by submitting a letter of intent to the Provost no later than October 1st of the academic year in which the candidate is to be evaluated. It is expected that the applicant will have met all of the stated tenure criteria by the end of the academic year during which the application is reviewed.

For tenure consideration, the Provost will meet with an ad hoc committee appointed by the Provost consisting of three or more tenured faculty members who shall be charged with the responsibility of investigating carefully the degree to which the candidate meets or fails to meet the tenure criteria outlined in section 3. Input from a wide variety of sources shall be sought, including non-tenured faculty, the appropriate department and/or division chair, administrators, and students. Recent alumni may be called upon and in some cases external evaluators may be used. The ad hoc committee shall forward its recommendation to the Provost upon completion of its evaluation of eligibility to apply.

A letter of response will be sent to the candidate no later than December 1st of the same year. Once eligibility has been verified and communicated, the candidate must submit their faculty-portfolio to the office of the Provost no later than February 1st in the academic year of evaluation.

Recommendation with regard to tenure shall be made by the Tenure Review Committee to Provost no later than two weeks prior to the spring Board of Trustee meeting during the year of review.

The Tenure Review Committee shall consider the evidence presented by the ad hoc committee in the light of its recommendations. 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 educators shall be recommended for tenure.

A quorum of the tenure review committee shall be a minimum of two thirds of the committee. A majority favorable vote is required for an affirmative recommendation to be made to the Provost.

The next level of review involves the Provost, who recommends to the President.

The final review is that of the President, who recommends to the Board of Trustees.

The academic committee of the Board of Trustees will entertain the recommendation from the President and may choose to appoint an ad hoc sub-committee of the Academic Committee of the Board of Trustees which will review the materials submitted by the candidate, and may interview the candidate, the candidate's mentor, or members of the Tenure Review Committee as deemed appropriate. The academic committee then presents its recommendation to Board of Trustees whose decision is final.

If tenure is denied at the time of the tenure decision, the faculty member may be offered a renewable contract, a rolling-renewable contract or a one-year terminal contract. It is typical for a tenure-denial to result in a one-year terminal contract

3.8.5 Appeal Process for Denial of Tenure

The tenure candidate who has been denied a positive recommendation for tenure by the Tenure Review Committee may choose to appeal that decision in the following manner:

Level 1 Appeal

Option A

A written notification for request of reconsideration for possible reversal of the Tenure Review Committee's action must be submitted by the appellant via certified mail to the Chair of the Tenure Review Committee within ten (10) working days of having received official notice of the committee's tenure action. This notification must include specific grounds on which the appeal is requested.

OR

Option B

A written notification for request of reconsideration for possible reversal of the Tenure Review Committee's action for denial of tenure must be submitted by the appellant via certified mail to the Chair of the Professional Concerns Committee and to the Tenure Review Mentor within ten (10) working days of having received official notice of the Tenure Review Committee's initial tenure action. This notification must include specific grounds on which the appeal is requested. Should the Professional Concerns Committee vote to support the appeal, then said committee and the Mentor would serve as an advocate for the appellant before the Tenure Review Committee.

Within twenty (20) working days after the receipt of the certified written request for reconsideration of tenure recommendation, the body to which the appeal request was made shall render its appeal decision and officially notify the appellant of that decision via certified mail.

In the event that the appellant chooses Option B and the vote is that the Professional Concerns Committee and the Mentor would serve as advocates for the appellant before the Tenure Review Committee, then the Tenure Review Committee would have an additional twenty (20) working days from the date of receiving the official recommendation from the Professional Concerns Committee to render its decision and to notify the appellant of that decision via certified mail.

Level 2 Appeal

In the event that the denial of a positive tenure recommendation is upheld as a result of the Level 1 Appeal process, the appellant may choose to appeal that decision to the Provost. This second level appeal must be made by the appellant within ten (10) working days of having received official written notice of the Level 1 Appeal decision via certified mail. This notification must include specific grounds on which the appeal is requested.

Within twenty (20) working days after the receipt of the certified written second request for reconsideration, the Provost shall render an appeal decision and give official written notification of that decision to the appellant via certified mail.

Level 3 Appeal

In the event that the denial of a positive tenure recommendation is upheld as a result of the Level 2 Appeal process, the appellant may choose to appeal that decision to the President of Eastern Nazarene College. This third level appeal must be made by the appellant within ten (10) working days of having received official written notice of the Level 2 Appeal decision via certified mail. This notification must include specific grounds on which the appeal is requested.

Within twenty (20) working days after the receipt of the written third certified request for reconsideration of tenure denial, the President shall render an appeal decision and give official written notification of that decision to the appellant via certified mail. Also, the President shall make a recommendation to the Board of Trustees, whose decision is final.

NOTE: At no point in this appeals process is the appellant guaranteed the opportunity to appear in person before any reviewing body.

3.8.6 Opting out of the Tenure Track

Tenure-track, probationary faculty may wish to withdraw from the tenure track and move to a non-tenure-track category. For example the position in question may require such extensive administrative responsibilities (i.e. half time or more of the faculty load) as to preclude the kind of scholarship necessary for promotion in rank. The maintenance of high academic standards depends on the administration not viewing annual contracts as automatic with individuals who have taken themselves out of the tenure track. The type of contract offered to faculty opting out of tenure shall be a terminal contract, renewable contract or a rolling-renewable contract.

Following are guidelines for those faculty members wishing to withdraw from the tenure track.

- A faculty member wishing to withdraw from the tenure track must write a letter to the Provost indicating that he or she no longer wishes to be considered in the probation period for tenure, but wishes to continue serving on the faculty of ENC on a terminal contract, renewable contract or a rolling-renewable contract.
- Faculty members who withdraw from the tenure track may not be readmitted at a later point in time.
- Faculty members who have chosen the annual contract option will remain on the published faculty salary scale.

- Department and division chairs will be consulted before issuing annual contracts to faculty members who have chosen this option. It would be rare for a contract to be issued if the respective department and division chairs were not in favor of offering such a contract. The annual report form currently used by faculty will be altered for faculty who have chosen the contract option to allow department and division chairs to indicate whether they are in support of offering a new contract.
- Contracts may be offered with conditions, for example, the taking of a certain number of graduate courses during the life of a contract, or the completion of a doctoral program by a certain date if contracts are to be extended beyond that time.
- A faculty member will be issued a contract which is clearly indicated as terminal when his or her association with the College is to be brought to a close.

3.9 Important Timelines for Full-time Faculty

3.9.1 Timeline for Rank and Promotion

Full-time Instructor without a Masters Degree	Must start a Masters program within one year of hired
	Must complete the Masters within five years of being hired
Earned doctorate or related terminal degree	Within 8 years of achieving the Assistant Professor rank
Promotion to Associate Professor	Minimum of five years of full-time college teaching experience
	Minimum of one year teaching experience at ENC in the year just prior to the year of application and review for promotion
	Minimum of three years at the rank of Assistant Professor
Promotion to Full Professor	Minimum of ten years college teaching experience (cumulative)
	Minimum of three years at Associate Professor rank
	One year post tenure teaching experience at ENC

3.9.2 Timeline for Tenure-track Faculty

Tenure clock starts	When hired or promoted into the Assistant Professor rank
Tenure probationary period	Six years, review occurs in seventh year
Tenure rank criteria	Minimum of two years at Associate Professor rank at ENC

Example Scenarios for Tenure-Track Faculty

Maximum Tenure & Maximum Promotion Timelines		
Year	Rank Scenario 1	Rank Scenario 2
1	Assistant	Instructor
2	Assistant	Instructor
3	Assistant	Instructor
4	Assistant	Instructor, promotion review
5	Assistant	Assistant
6	Assistant	Assistant
7	Assistant, promotion review	Assistant, promotion review
8	Associate	Associate
9	Associate, tenure review	Associate, tenure review
10	Tenured , promotion review	Tenured* , promotion review
11	Full Professor	Full Professor

Minimum Tenure & Minimum Promotion Timelines		
Year	Rank Scenario 3	Rank Scenario 4
1	Assistant	Instructor
2	Assistant	Instructor, promotion review
3	Assistant	Assistant
4	Assistant	Assistant
5	Assistant, promotion review	Assistant, promotion review
6	Associate	Associate
7	Associate, tenure review	Associate, tenure review
8	Tenured Associate	Tenured* Associate
9	Tenured Associate	Tenured Associate
10	Tenured , promotion review	Tenured , promotion review
11	Full Professor	Full Professor

3.10 Annual Review and Professional Growth of Teaching Faculty

On-going evaluation of both probationary faculty and tenured faculty is required by policy adopted by the Board of Trustees. Thus a program of review of all teaching faculty members shall be conducted by the Provost. The Faculty Annual Review Form (Appendix VIII) will be submitted to the office of the Provost by each teaching faculty member. This completed report will be shared with the committees making decisions on promotion and tenure. A meeting will be held annually for non-tenured faculty to discuss these reports. These meetings will include the Provost, the faculty member, and the faculty member's department/division chair or mentor. Tenured faculty members will follow the procedures outlined in the next section, "Professional Growth and Development (PG&D)".

Tenured faculty shall annually submit a plan for Professional Growth and Development (PG&D) to the Provost which addresses goals for growth and development in those qualifying areas on the basis of which tenure was granted. At any time, at least once every three years, the tenured faculty member or the Provost may schedule a meeting to discuss the PG&D submitted by the faculty member. This faculty member shall continually strive to excel on qualifying areas for tenure at the distinction level.

3.11 Workload for Teaching Faculty

A full teaching load consists of a minimum of 12 credit-hours in a semester and no more than 24 credit-hours in an academic year. In the case of private music instruction, laboratory supervision, and supervision of organized practicum programs, adjustment of the teaching load is made according to agreed upon formulas. All full-time faculty are expected to carry their share of committee work which is defined as membership on at least one standing committee. In some instances, faculty members may be asked to serve on more than one committee. All full-time faculty members are expected to do their share of student advisement which would normally consist of between fifteen and twenty-five students. In addition, faculty members may be asked to serve as sponsors of student organizations.

Overload teaching assignments are the exception rather than the norm. Overload teaching assignments are made upon the recommendation of the Department and/or Division Chair and approved by the Provost. Administrators, faculty and administrative faculty who are asked to teach a course on overload will be compensated according to a flat rate schedule. This schedule is subject to yearly revision. The flat rate schedule is prorated according to the number of students enrolled in the course and whether the course is required for the major or is offered as an elective.

3.12 Academic Advising

The Registrar, in consultation with the Provost, organizes a cadre of special faculty advisors to first-year students and conducts an in-service program of training and exchange of information among the first-year advisors in both academic advising and counseling. Advisors to first-year students are referred to the handbook of procedure available through the Registrar's Office.

The Registrar assigns upperclassmen to faculty advisors in the light of their declarations of majors. Faculty are urged to alert the Registrar and consult the respective department chairs when students indicate an intent to change majors.

3.13 Calendar and Schedules

Faculty are expected to observe the academic calendar which is published by the Office of the Provost, and the schedules of classes and exams as published by the Registrar. Classes may be canceled by the Provost for inclement weather or other emergency. Faculty may cancel their classes only for illness, death in the family, or attendance at a professional meeting; such cancellations should be reported to the Provost. Permission of the Committee on Admissions and Academic Standing is required for the rescheduling or special administration of a final examination.

3.14 Course Cancellation Policy

No course enrolling fewer than eight students shall be offered unless it is necessary to the offering of a major or approved by the Provost, Division Chair, or Department Head.

3.15 Syllabi

It is the responsibility of each Faculty member to file a syllabus with the department chair and with the Office of the Provost for each course, each term. A syllabus should consist of information identifying the course, the course number, the number of credits, the time it meets, location, instructor's name, instructor's office, office hours and telephone number, followed by a brief course description, listing of course objectives, calendar of course assignments including topics, lectures, readings, projects, examinations, attendance requirements, delineation of course requirements to guide students so that they will understand what will be expected of them in the course, text and other course materials, an explanation of how grading will be conducted in the course, and a caveat that indicates that the course schedule and procedures of the course are subject to change in the event of extenuating circumstances. (The department chair is responsible for review of all syllabi in the department each semester.)

3.16 Summer Term

A summer session consisting of two four-week terms is maintained in order to offer instruction, particularly in core courses, to students who wish to accelerate their programs, remedy deficiencies, or take courses that they cannot conveniently schedule during the regular academic year.

The length and scheduling of graduate summer courses, which are offered where demand warrants, vary from the undergraduate pattern.

Summer courses are offered subject to adequate enrollment with pay determined by formula. For a course with an enrollment of 1 or 2 students, the faculty member will be paid on a directed study basis. For a course with 3 or more students, the faculty member will receive 75% of the tuition received up to a maximum of 10% of the salary of the faculty member for the current academic year.

3.17 Overload Non-classroom Teaching Assignments for Faculty

The following positions are directly related to the academic enterprise and are assigned to faculty and are compensated according to job description and approved by the Provost:

(a) Director/Producer of Fall/Spring Theater Season (b) Graduate Coordinators (c) Nursing Advisor (d) Pre-Med Advisor (e) Summer School Directors, Undergraduate/Graduate (f) Technical Director of Fall/Spring Theater Season (g) Director of the Center for Responsibility and Justice, (h) Director of the Summer Bridge Program.

3.18 Academic Meetings and Events

Faculty attendance is expected at the following:

1. Opening week Planning Days. Opening week planning days, held prior to fall registration, is the first time faculty formally assemble in the new academic year. The schedule includes time for strategic planning, committee work, as well as both social gatherings and the first faculty meeting of the year.
2. Registration and Early Registration. Faculty need to be available to consult with students, academic advisors and registration staff on registration days and early registration days. Instructions, schedules and other information will be provided by the Registrar.
3. New Faculty Orientation. Faculty Orientation is a series of meetings in early fall to acquaint new faculty with college policies, resources, programs, and procedures.
4. Faculty Meetings. Faculty meetings are usually held the first Tuesday or Thursday of each month.
5. Committee Meetings. Faculty are appointed to serve on both standing and ad hoc committees. Sometimes the appointment is based on a faculty member's position (for example, the Librarian is always appointed to the Instructional Resources Committee) and at other times, it is based on faculty preferences expressed on a survey conducted each summer by the Academic Policy Committee. Committees usually meet monthly depending on their workload.
6. Faculty Retreat. Faculty Retreat is usually held in late October from Friday evening through Sunday at some off-campus facility. The schedule includes both professional or personal development sessions as well as informal social time.
7. Commencement. Along with trustees and graduates, faculty participate in an academic procession wearing academic regalia which may be obtained through the Registrar's Office.
8. Academic Advising, Counseling, and Sponsorship: Faculty members are to be present at pre-registration and registration to advise students in course selection and scheduling. No activities which might take either students or faculty from these responsibilities should be scheduled on these days. Instructions, schedules and other information will be provided by the Registrar.

9. Faculty members are to be available as counselors to those students whom they serve as academic advisors. They should post and keep regular office hours for the convenience of these students and other students who seek their help as counselors or instructors. They should feel free to refer students to the Vice President for Student Development, the Office of Counseling and Career Services, or other campus personnel as needed.
10. Faculty members are to serve as sponsors to student organizations as requested by the Vice President for Student Development and to work in consultation with their office.

3.19 Religious Responsibilities

Students look to faculty members of Eastern Nazarene College for leadership in the religious life of the College community as well as the academic. It is expected, then, that faculty members will be regular in attendance at chapel services and at church. In keeping with the tradition of the College, each faculty member is expected to open their classes with prayer or brief devotional.

3.20 Constituency Relations

Since no one ceases to be a professor when they step off the campus, every faculty member is a representative of Eastern Nazarene College to its various publics. Each faculty member should lend every effort to develop the reputation of the College as a strong Christian college of liberal arts as they come into contact with the South Shore and Boston community, with the parents of student, with the church constituency, with visitors, and with members of the academic community at large.

3.21 Scholarship

Each faculty member should seek to cultivate high standards of scholarship in their classes. Student scholarship derives from scholarly teaching and from example as well as precept, and it is aided by well planned instruction. Therefore, faculty members will prepare a syllabus or outline for each course.

3.21 Academic Regalia

Appropriate academic regalia must be worn at the opening Convocation Chapel and Commencement ceremonies. The familiar “mortarboard” or velvet cap (“soft tam”) may alternately be worn by persons holding doctoral degrees. The cut of the gown indicates the wearer’s degree. A Bachelor wears a simple gown with pointed sleeves; a Master wears a gown with long, closed sleeves and a slit at the elbow; and a Doctor wears a full gown with billowing bell-shaped sleeves. In addition, the Doctor’s gown has velvet panels on the front and three velvet bars on each sleeve, which may be black or the color distinctive of the discipline. The hood of a Bachelor is three feet long; the hood of a Master is three and one-half feet long; and that of a Doctor is four feet long. Regalia may be rented or purchased by faculty members through the Provost’s Office.

3.23 Faculty Records and Reports

Faculty members are asked to file their curriculum vitae, academic transcripts, copies of all course syllabi and final examinations with the Office of the Provost. These records should be brought up to date annually. Each faculty member should file the following grade reports with the Registrar:

1. Academic progress reports in the form of unofficial grades as of the sixth week of the semester must be filed as requested.
2. Course grades must be filed with the Office of the Registrar within 48 hours after the final examination; exceptions for large classes may be made by prior arrangements with the Registrar.

3.24 Conflict of Interest (See the Employee Handbook for this policy)

3.25 Outside Employment/Consulting (Full-Time Faculty)

Other remunerative employment may be subject to permission from the Provost with general understanding that the Administration may be expected to look favorably upon professional or religious activities, such as research, writing for publication, participation in forms of public service that contribute to the wider usefulness and recognition of both the professor and the College, provided that such activities do not interfere with regularly assigned duties.

3.26 Other Employment (Administrative Faculty)

Remunerative employment apart from one's administrative appointment must be approved by the appropriate Vice President, or in the case of these administrators, by the President. These officers may be expected to look favorably upon professional or religious activities as forms of public service that contribute to the wider usefulness and recognition of both the administrator and the College provided that such activities do not interfere with regularly assigned duties.

3.27 Separation

The employment relationship of a faculty member may be severed in a number of ways; including, resignation, retrenchment, non-renewal of contract, dismissal, or retirement. When faculty members sever their relationship with the College, they should make an appointment with the Provost as well as with the Human Resources Department for exit interviews. The purpose of these interviews is to document the severance and care for any matters of transition, including salary and benefits that may be entailed. Failure to schedule this interview could result in adverse consequences in the continuation of insurance coverage and in tax reporting.

3.28 Resignation

Appointment to the faculty may be terminated by the faculty member through resignation, to take effect at the end of any year of service. Faculty members are urged to give as much notice as possible when they find it necessary to resign their position. The College is not obligated to accept the resignation during the term of a contract, nor is it obligated to accept the resignation of a faculty member who has accepted a new contract between the time that contract is signed by the faculty member and the time that it takes effect.

3.29 Retirement

Appointments may be terminated by the faculty member or by the Board of Trustees through retirement, thus invoking the provisions of retirement outlined below.

Access to retirement funds through TIAA/CREF is possible at the age of 55.5 in most cases. Further information about the options available from TIAA/CREF may be obtained from the Human Resources Office.

Any exception to these policies governing retirement is at the discretion of the President and subject to the approval of the Board of Trustees.

3.30 Reduction in Force

3.30.1 Grounds for Reduction of Tenure-Track Tenured Faculty

1. The College may reduce the number of instructional faculty members by termination of tenured appointments as a result of:
 - a. Violating the Faculty Code of Ethics.
 - b. Behavior that inveighs against with the Agreed Statement of Belief and Covenant of Christian Character as outlined in the Manual of the Church of the Nazarene.
 - c. Professional incompetence as demonstrated over a period of time by the performance evaluation process.
 - d. Gross insubordination.
 - e. Sexual or discriminatory harassment.
 - f. Physical or mental incapacity that, even with reasonable accommodations, renders the employee unqualified to perform their duties.
 - g. Professional negligence or dereliction of duty on the part of the employee.
 - h. Repeated and unreasonable refusal to honor contractual obligations.
 - i. The faculty member has been (convicted of or charged with) of a serious crime.
 - j. Financial exigency (A financial crisis exists, sufficient to require employee reduction, when the president and board of trustees declare that one exists).
 - k. Program retrenchment not mandated by financial exigency, following the policy and procedures outlined below in section 3.30.2 Program Retrenchment.
2. In all cases, the grounds for reduction must be bona fide.
3. The decision to reduce tenured faculty rests with the Board of Trustees.

3.30.2 Program Retrenchment

Retrenchment is a reduction in the teaching force in response to financial difficulties, either institution-wide or in a particular program whose costs are related to enrollment trends, or to a programmatic change, or a combination of these reasons. Appointments may be terminated by the Board of Trustees due to a substantial decrease in enrolled students in a program or department over a period of (3) three or more years, discontinuance of offerings in the fields of specialization of the faculty member, or by the necessity of reduction of faculty because of severe economic emergency.

Retrenchment can be envisioned as occurring on three levels of impact reflecting different degrees of urgency and therefore degrees of consultation and process for persons affected.

Level 1 involves cutback in teaching force by not replacing faculty who leave or by replacing full-time faculty who leave with part-time faculty temporarily or indefinitely according to program priorities, enrollment trends, and financial resources. Retrenchment on this level shall be made jointly by the President and Provost following consultation with the department chair involved. (In this and subsequent references to “department chair” it is understood that the matter shall be referred to the appropriate division chair when the department chair is potentially involved.)

Level 2 involves cutbacks in teaching force by non-renewal of appointment of non-tenured faculty members. Such retrenchment shall be made upon recommendation of the Provost to the President, subject to approval of the President, following consultation with the department chair involved and the Curriculum Committee (excluding from deliberations at this point persons potentially affected by the decision). The case for retrenchment shall be made in terms of program priority and/or overall student/faculty ratios and/or enrollment and cost data in the program to be affected. The program to be affected shall be defined in terms of a course or group of courses, such as a related sequence of courses, a group of service courses, a major, or an entire department. In order to focus on a programmatic unit so that the specific area to be impacted by retrenchment can be dealt with without drawing other faculty into the picture, the program to be affected shall be identified with faculty members who are substantially capable of interchanging teaching assignments within the same fields.

Appropriate notice shall be given to full-time faculty affected by retrenchment decisions. Unless financial exigency has been declared, minimum levels of notice must be observed:

- A. Full-time faculty members in the first year of appointment must be given notice that they will not be re-hired no later than April 1 preceding termination of their initial contract.
- B. Tenure Track Probationary Faculty, non-tenure track faculty with terminal contracts, non-tenure track faculty with one-year renewable contracts, and non-tenure track faculty with two-year renewable contracts in the 2nd year of the contract must be notified by December 1 that their contract will terminate at the end of the current academic year and will not be renewed.
- C. Tenure-track Tenured Faculty and non-tenure track faculty in the 1st year of a 2-year renewable contract, or non-tenure track faculty in a rolling-renewable contract must be notified by December 1 that their contract will terminate at the end of the next academic year and will not be renewed.

Christian and humane considerations mandate, however, that as much lead time as can be provided under the circumstances be given to persons whose appointments are necessarily terminated by retrenchment decisions.

Those faculty members whose appointments are to be affected by retrenchment shall be given an opportunity to respond to the case for retrenchment in that program before the recommendation is finally formulated and forwarded to the President for his/her approval.

Those faculty members who receive notification of non-renewal of their appointment shall have the right to a hearing if they request one. Such a hearing shall review the application of policy and procedure to the case in point. The hearing committee shall **be a three member committee** consisting of a faculty member nominated by the President, a member of the Board of Trustees nominated by the Chairman of the Board, and the Chair of the Academic Standing Committee of the Board. in all cases persons not directly involved in the formulation of the recommendation under review. The hearing committee shall forward its findings and recommendation to the President for his/her decision, which shall be final.

Within each of the preceding categories, if it is necessary to decide among faculty members on the same level within the same program, the recommendation shall be made by the Provost in consultation with the department chair involved (unless their position is under consideration for retrenchment). Decisions in these cases shall take into consideration degree credentials, reputation for effective teaching, and length of service to Eastern Nazarene College, and the bases and weighting for these considerations shall be included in the case and forwarded with the recommendation.

Level 3 involves cutback in teaching force by non-renewal of appointment of tenured faculty members. Should it be necessary for retrenchment to result in the release of tenured faculty members, in addition to the procedures outlined above the following additional provisions shall include:

First, review of the case for the taking of such drastic steps shall be conducted by the Board of Trustees and the approval of the Board of Trustees shall be required for the retrenchment of tenured faculty. In the event that a hearing is requested, the recommendation of the hearing committee shall also be reviewed by an appropriate committee of the Board of Trustees and their decision shall be final.

Second, unless the reduction of non-tenured faculty members would result in significant harm to academic quality, the sequence of priorities for the retrenchment of faculty and teaching staff within a particular program implied by the structure above is specified as follows:

1. Part-time faculty
2. Full-Time faculty in the following order:
 - (a) Instructors
 - (b) Assistant Professors
 - (c) Associate Professors without tenure
 - (d) Professors without tenure
 - (e) Associate Professors with tenure
 - (f) Professors with tenure

Institutional resources shall be committed (unless severe financial difficulties prevent it) within the policies indicated in the Faculty Manual to assist tenured faculty members affected by

retrenchment to retrain in areas where the College has need for additional faculty in continuing academic programs provided there is an equal level of financial commitment by the faculty member and the objectives can be accomplished within one year. Tenured faculty members who have received notification that their positions will be eliminated will be given preferential consideration for any vacant position in another program for which they are qualified, prior to retraining. This policy shall NOT be construed to mean that they will displace a faculty member currently filling a full-time position. In addition, the College will exert every reasonable effort to assist those faculty members affected by retrenchment, both tenured and non-tenured, in finding suitable positions in another institution.

In all instances where full-time tenured faculty members are released for retrenchment (as distinct from inadequate teaching or dismissal for cause) these positions shall not be filled by new full-time appointments for at least two years unless the persons affected have been offered re-appointment.

3.31 Discharge for Cause

A faculty member may be dismissed by the President or Board of Trustees for cause, such as violating the Faculty Code of Ethics, neglect of academic duty, prolonged mental or physical incapacity, or behavior that inveighs against with the Agreed Statement of Belief and Covenant of Christian Character as outlined in the Manual of the Church of the Nazarene.

Just as the Board of Trustees is the legal and fiscal corporation of the college, the faculty are the academic entity.

A necessary pre-condition of a strong faculty is that it have a voice in its own membership. This is properly reflected both in appointments to and in separations from the faculty body.

A well-organized institution will reflect sympathetic understanding by trustees and teachers alike of their respective and complementary roles. These should be spelled out carefully in writing and made available to all. Trustees and faculty should understand and agree on their several functions in determining who shall join and who shall remain on the faculty. One of the prime duties of the administrator is to help preserve understanding of those functions. It seems clear on the American college scene in addition to a supportive Board of Trustees that, a close positive relationship exists between the excellence of colleges, the strength of their faculties, and inclusion of faculty participation in faculty membership considerations.

In the effective college, a dismissal proceeding involving a faculty member on tenure, or one occurring during the term of an appointment, will be a rare exception. When it does come, however, the college should be prepared for it, so that both institutional integrity and individual human rights may be preserved during the process of resolving the trouble. The faculty must be willing to recommend the dismissal of a colleague when necessary. By the same token, presidents and governing boards must be willing to consider faculty judgment favorable to a colleague.

Termination of a continuous appointment because of financial exigency and/or for programmatic change shall be demonstrably bona fide.

Teachers on continuous appointment who are dismissed for reasons not involving moral turpitude should receive their salaries to the end of the contract year or six months from the date of notification of dismissal, whichever is the greater.

3.32 Reprimand, Suspension or Dismissal of Faculty

When a question arises as to the fitness of a college faculty member who has tenure or whose contract has not expired, those making the complaint are to express their concerns in a letter addressed to the Provost.

Substantiated charges which may be considered as sufficient basis for reprimand, suspension, or dismissal of a faculty member will be:

1. Violating the Faculty Code of Ethics.
2. Behavior that inveighs against with the Agreed Statement of Belief and Covenant of Christian Character as outlined in the Manual of the Church of the Nazarene.
3. Professional incompetence as demonstrated over a period of time by the performance evaluation process.
4. Gross insubordination.
5. Sexual or discriminatory harassment.
6. Physical or mental incapacity that, even with reasonable accommodations, renders the employee unqualified to perform their duties.
Professional negligence or dereliction of duty on the part of the employee
7. Repeated and unreasonable refusal to honor contractual obligations.
8. The faculty member has been charged with of a serious crime. When a faculty member has been charged with a crime that leads the administration to have concern for the safety and welfare of students or other members of the college community, the faculty member may be suspended while the charges are being investigated,.

If the Provost decides there is sufficient substantiation for the charges being brought against the faculty member, the Provost shall inform the faculty member of the charges. The matter may be terminated by mutual consent at this point; which in the spirit of community, is the preferred method of dealing with such issues. If an adjustment does not result, the Dean's Advisory Cabinet (without knowledge of the charged faculty member's identity) is to appoint an ad hoc committee to consider the charges. The faculty member shall be given one week to reply to the charges and may appear before the committee if they so choose.

The ad hoc committee is to give its recommendation to the President of the College within three weeks of the formation of the committee. The faculty member in question is to be informed by the President of the committee's recommendation.

The decision of the President is final.

3.33 Procedure for Addressing Performance Related Concerns for Administrative Faculty Members

Reporting managers are encouraged to bring performance related concerns to the attention of the administrative faculty member as soon as possible after they are observed. The reporting manager is encouraged to address the matter with the administrative faculty member as an opportunity for growth in the performance in their duties. The administrative faculty member should be informed as clearly as possible how the performance falls short of the expectations for the position, as well as given some suggestions as to how the performance could be improved within a stated period of time. Both the administrative faculty member and the reporting manager may request the opportunity to have a third party of his/her choice sit in on the discussion. Within a reasonable period of time, the reporting manager should carefully document any discussions which take place on performance related matters by addressing a memo to the administrative faculty member recapping the substance of the meeting and any agreements made. The administrative faculty member would then have an opportunity to submit in writing a response to be attached to the reporting manager's memo. Such documentation shall then become part of the administrative faculty member's personnel file.

3.34 Faculty Code of Ethics.

As a Christian college of liberal arts, Eastern Nazarene College is committed to the view that in all their relationships the faculty member will exemplify the spirit and fundamental principles of Jesus Christ, the Master Teacher. The College further asserts that when this loyalty is supreme, the relationships which exist between the faculty member and their students, colleagues, and church will be on a high plane. Accordingly:

1. The faculty member's relationship to students will be designed to guide the moral and intellectual development of young men and women in the pursuit of knowledge and to assist them in determining the life work in which they can best find fulfillment in serving Christ, the church, and their fellow men. The ENC faculty will:
 - i. Remain current in their field of expertise.
 - ii. Stay current with learning theory and pedagogy.
 - iii. Be on time for classes.
 - iv. Present relevant course material in an organized, coherent manner to contribute to student mastery of course and program competencies.
 - v. Avoid canceling classes unnecessarily.
 - vi. Maintain a professional demeanor in the classroom.
 - vii. Encourage appropriate discussion and questions from students and respect the opinions and responses of students.
 - viii. Make expectations and criteria for assessment clear to students that fairly reflect the course content and coverage.
 - ix. Provide appropriate and timely feedback for all assignments and exams and provide a reasonable opportunity to discuss assignments and grades without reprisal.
 - x. Communicate clearly the factors that will go into the calculation of the final grade and assign final grades with care and fairness.
 - xi. Set and enforce standards for academic integrity so students who behave with honesty are not disadvantaged.

2. The faculty member's relationship to colleagues will be conducted in a manner that maintains basic loyalty to the College and other faculty members. They will seek to foster good professional ethics and procedure through proper consultation where joint responsibility is involved. They will avoid any kind of unfair competition with and disparagement of colleagues both within and without the College community. They will assume their share of instructional and student advisement duties and will participate responsibly in academic governance through faculty committee work and faculty meetings.
3. The faculty member's relationship to the Church will be to work in harmony with the doctrines and standards of the Church of the Nazarene. Appointment to the faculty is contingent upon a faculty whose beliefs and lives do not inveigh against the Agreed Statement of Belief and Covenant of Christian Character as outlined in the Manual of the Church of the Nazarene.
4. The faculty member's expression of Personal Values will be to cultivate a personal sensitivity to the values of truth, beauty, moral goodness, and holiness including the following Code of Conduct:
 - a. Faculty members are expected to maintain relationships with others according to Biblical principles. The College will not condone sexual relationships outside of marriage.
 - b. We, as a Christian community, commit ourselves to the admonition of the Apostle Paul that we build our community up in love for each other. We will actively endeavor to be supportive and caring for each other in spite of whatever differences may develop concerning the operation of the College inside or outside the academic area. While honest differences may exist and be vigorously debated, the College will not condone personal attacks on other members of the community.
 - c. Members of the College community are expected to avoid any activities which are in direct violation of the spirit and letter of scriptural principles. These activities include use of pornography, homosexuality, participation in occult practices, use of profanity, sexual abuse, drunkenness, theft, dishonesty, and the illegal use of narcotics and hallucinogenic drugs.
5. The faculty position on Professional Ethics will recognize the following:
 - a. Academic communities exist for the critical consideration of ideas in the search for truth. This search is enhanced by all members of the community maintaining the highest levels of professional and personal integrity. Plagiarism, or misappropriation of ideas, taking credit for another person's ideas or work, will not be condoned by the College. Faculty will carefully and completely cite the contributions of others in their scholarly writing.
 - b. The faculty member is responsible to provide accurate professional credentials for college records. The College will not condone dishonesty in representation of academic credentials.

- c. In addition, ENC faculty will:
 - i. Conduct themselves ethically, honestly, and with integrity in all situations.
 - ii. Treat students, fellow faculty, staff, and administrators fairly and impartially.
 - iii. Dress appropriately for professional academic settings.
 - iv. Make every effort to prevent discrimination and harassment.
 - v. Behave and speak professionally, respectfully, and courteously at all times.
 - vi. Report any conflict of interest in conducting their job to the appropriate authority.
 - vii. Accurately and honestly represent all reported findings in their scholarly writing.
 - viii. Exercise fair and objective evaluation of all administrators, faculty, staff, and students.
 - ix. Safeguard any confidential information.
 - x. Be accessible and maintain adequate office hours.
 - xi. Keep appointments and be punctual in all professional settings.
 - xii. Use the college's property, facilities, supplies, and other resources in the most effective and efficient manner.

3.35 Portfolio Structure

This detailed structure will guarantee that you present your supporting material in an organized and consistent fashion. It has been structured in such a manner as to assure that all of the appropriate documentation is accounted for, that material is easily found and referenced by the evaluators and that there is room for creative freedom in the inclusion and presentation of materials.

The sections include:

- I. Biographical Information
- II. Record of Actions
- III. Education and Experience
- IV. Christian Faith
- V. Teaching Effectiveness
- VI. Scholarship and Professional Achievement
- VII. Institutional and Community Service
- VIII. Mid-tenure Review Materials
- IX. Letters of Recommendation
- X. Appendices

**EASTERN NAZARENE COLLEGE
FACULTY PORTFOLIO FOR
PERSONNEL REVIEW**



1. BIOGRAPHICAL INFORMATION

A. Name: _____

B. Division: _____

C. Department: _____

2. RECORD OF ACTIONS

A. Initial Appointment at Eastern Nazarene College, Quincy, MA:

Date _____ Rank _____

Prior Experience Credited Toward Tenure _____

B. Reappointments at Eastern Nazarene College, Quincy, MA:

Academic year(s)	Rank and Position
_____	_____
_____	_____

C. Tenure Effective Date: _____

D. Prior Faculty Experience at _____ :

Academic year(s)	Rank and Position
_____	_____
_____	_____

E. Other Professional Experience:

Year(s)	Institution(s) or Firm(s)	Position(s)
_____	_____	_____

3. EDUCATION AND EXPERIENCE

A. Narrative (a brief description of your program of study, including the reason for selection, benefits of the program, and effect on your professional performance. If you have chosen not to pursue a terminal degree in your field, please state clearly the degree category under which you wish to be considered for promotion and the rationale for your degree path. Tenure and Promotion to full Professor requires a appropriate earned doctorate or related terminal degree from an accredited institution.)

B. Educational Background:

(Original diplomas and transcripts are included in appendix A and B)

Year(s)	Institution(s) or Firm(s)	Position(s)
_____	_____	_____
_____	_____	_____

4. CHRISTIAN FAITH

- A. Narrative (Updated personal statement of Christian faith which demonstrates an understanding of and willingness to support the Wesleyan tradition. For Associate Professor also discuss the relationship between your personal faith and Christian Higher Education)
- B. Statement of observable methodology (provide evidence of your commitment to Christian education and direct examples of your Philosophy of Christian Education put in practice)
- C. Church Positions and Related Activities (include a description of the extent of service and duration)
- D. Christian Testimony (list activities you have engaged in that has allowed you to share your faith with students, i.e. as a chapel speaker, small group leader, seminar speaker, informal advising and counseling)

5. TEACHING EFFECTIVENESS

(Include representative examples of effective classroom teaching in Appendix C and examples of course syllabi in Appendix D)

- A. Narrative (A self-evaluation of classroom performance including examples of innovative classroom activities, course design, and study aids, etc... include future goals or changes in teaching and response to student/peer evaluations)
- B. Teaching & Professional Course Load (Summary of Courses Taught and/or Other Professional Responsibilities counted toward teaching load)
- C. Grading Profile

D. Student Evaluations of Courses and the Instructor:

(Include a tabulated summary of student evaluations here and the original evaluations in Appendix E)

E. Annual Department Chair Evaluations (Include copies of written evaluations)

F. Other Evaluations (mentor evaluation, peer evaluations and/or report of colleague visits to classes)

6. SCHOLARSHIP AND PROFESSIONAL ACHIEVEMENT

(Representative examples of scholarship are included in Appendix F)

A. Narrative (a brief summary of scholarly activity including performances, presentations, publications, research in progress, grants received and/or applied for, and involvement of students in research etc...)

B. Professional Activities or Scholarly Activities

C. Publications, Presentations, Performances, Recordings (bibliographic format in reverse chronological order)

D. Research and Training Grants

E. Professional Memberships and Service (membership in professional organizations)

F. Special Recognition and Awards

G. Other Professional Development Activities or Service (i.e. consulting work, serving on professional boards or committees, reviewer, journal referee, workshops or conferences on the craft of teaching or related to your professional area, transcripts of additional graduate work)

7. INSTITUTIONAL AND COMMUNITY SERVICE

(Representative examples are included in Appendix G)

A. Narrative (a summary of committees served on, proposals submitted, typical advising session activities, etc...)

B. Department and College Service (Summary of committee assignments, positions held and years served, include events attended as a college representative to constituency or for marketing and recruiting)

C. Policy and Proposals (copies of any Policy or Procedural documents you primarily authored or Proposals written)

8. MID-TENURE REVIEW MATERIALS

(include all written evaluations and performance analysis)

9. LETTERS OF SUPPORT

- A. Internal (in reverse chronological order for each review)
 - 1.1. President (copy of tenure letter to the Board of Trustees)
 - 1.2. Provost (copy of letter to the President)
 - 1.3. Tenure and Promotion Committee (copy of letter to the Provost)
 - 1.4. Ad hoc review committee (copy of letter to Tenure committee)
 - 1.5. Division Chair
 - 1.6. Department Chair

- B. Pastor(s) and/or church boards or district superintendents or other church leaders

- C. Peer, Mentor, and Other selected recommendations
(First list the names and positions of each reference including a brief explanation of your reason for selecting the individuals)

- D. Other (i.e. From Prior Teaching or from representative at other relevant professional employment)

10. APPENDICES

1. Copies of original diploma(s)
2. Original certified transcripts of academic work beyond Bachelor's level
3. Representative Evidence of Classroom Teaching (List of events or activities initiated to provide learning opportunities for students outside of the classroom; Examples of course materials demonstrating creative ways of presenting materials, structuring learning situations, and encouraging independent learning activities on the part of students)
4. Example Syllabi
5. Student Evaluations of Courses and the Instructor
6. Representative Evidence of Scholarship (copies of published work, recordings, artistic pieces, conference programs etc.)
7. Representative Evidence of Institutional Service (copies of any Policy or Procedural documents you primarily authored or Proposals written)
8. Letters/emails from students
9. Grading Profiles (summary of your grade distribution by course for all years taught)
10. Examples of student work from your courses (primarily for tenure review)