

The Tenure Track System at EMU

Faculty Performance and Rank

Domains of Faculty Performance

Faculty members are responsible for making contributions to the fulfillment of EMU's mission in the domains of Teaching, Scholarship, and Service. EMU recognizes that these three domains are integrated. Growth in one domain will likely impact growth in another domain. The following definitions provide a university-wide benchmark of quality. Individual departments maintain guidelines for discipline-specific interpretation of the criteria; such guidelines are reviewed and approved by the Faculty Status Committee every six years.

Faculty candidates are evaluated by their peers in each domain as demonstrating Competent, Proficient, or Outstanding performance. Movement across the levels of performance is progressive in nature, reflecting greater breadth, depth, or scope of influence in a domain. Precise definition of Competent, Proficient, or Outstanding performance is difficult and may be too constraining; the narrative rubrics are not intended to be exhaustive or rigid measures. Rather, the following narratives are *exemplars* to set the standard for reaching consensus in making decisions on contract renewal/promotion.

Teaching

Teaching facilitates learning. Effective teachers assist the learner in acquiring new knowledge, skills, and values. This includes the thorough understanding of a discipline, sound pedagogy, clarity of communication, utilization of engaging strategies, the evaluation of student learning and the capacity to remain current in pedagogies and learning technologies.

Competent: Competent performance in teaching includes currency of knowledge of the subject matter, effective communication in the classroom, sound pedagogical practice, and a willingness to work with students both inside and outside of the classroom. A Competent teacher clarifies expectations for the learning process, demonstrates enthusiasm, and contributes to student learning.

Proficient: A Proficient teacher contributes to student formation by providing an engaging learning environment. A Proficient teacher extends the learning beyond the textbook, guiding students to use critical thinking and understand the broader nature of the discipline. Proficient teachers can assess both student outcomes and their own praxis to enrich the academic environment. Proficient teachers make contributions to the curricular work of the department and remain current in pedagogy and technology.

Outstanding: An outstanding teacher embodies a way of being that enlivens the learning processes. An outstanding teacher motivates students to learn in ways that deeply impact how they think, act, feel, and serve. An outstanding teacher is an expert in the subject matter, has pedagogical fluency, is a skilled communicator, is a wise mentor in all aspects of student

learning, and is an efficient evaluator of the learning process. An outstanding teacher displays enthusiasm for the discipline, exhibits a commitment to growth pedagogically, professionally, and personally and is committed to the development and training of other teachers.

Scholarship

Scholarship is creative, intellectual work. It is the systematic, disciplined attempt to discover, transmit and apply knowledge. Scholarly activities grow from the ideas and methods of the arts, humanities, sciences, and professions, including the visual and performing arts. Scholarship and creative activity are measured by the contribution to generating and disseminating knowledge within and across disciplines. We recognize multiple modes of scholarship, including discovery, integration, application/engagement, and teaching (Boyer, 1997). At EMU we are a community of learning. Our scholarship reflects our Anabaptist values of collaboration, linking theory and practice, and pursuing peace and justice. EMU recognizes the standards of scholarship as defined by Glassick, Huber, and Maeroff (1997):

- clear goals for scholarship that identifies an important question in the field
- demonstration of understanding of existing scholarship around the question
- appropriate methodology in considering the question
- significance of contribution to the field
- effective presentation to intended audiences
- critical evaluation of the work.

Competent: Competent scholarship/creative activity includes consistent and creative application of literature and research to teaching and practice within the discipline. It involves participation in professional conversations and conferences in order to gain and disseminate knowledge. Sharing original work through print and public presentations is an important part of this scholarship.

Proficient: Proficiency in scholarship/creative activity results in continuous and ongoing research in the pure and applied sciences, humanities, professions, or the creative/performing arts that builds on and contributes new knowledge to the discipline and/or enhances cross-disciplinary interaction. The originality of this scholarship is meant to deepen understanding of the subject and further develop methodologies and techniques that produce a product that is valued by others. Publications are reviewed and validated by peers and scholars in related disciplines.

Outstanding: Outstanding scholarship includes the highest standard of research, creativity, and practice. Scholarly contribution within and across disciplines regularly results in critical and public responses by others and is used and applied by others. Scholarship frequently includes research funded by highly competitive grants in the discipline. Outstanding scholars are often characterized by public recognition of their leadership in their discipline or professional body.

Service

EMU educates students to serve and lead in a global context. As a shared value of EMU, service activities on the part of faculty are collaborative efforts to meet the needs of the institution and to

further its mission in the world. Faculty are essential to the achievement of the mission of EMU, and faculty service is both highly valued and recognized as integral to the tenure and promotion system. Faculty service is composed of active contribution to the academic department and its students, involvement in university governance through membership on university committees and task forces, engagement in the church and in the broader community, and contribution to the discipline.

Competent: Competent service includes consistent and meaningful *participation* in department activities such as academic advising, program and curriculum development, assessment of student outcomes and departmental effectiveness, student recruitment, and accreditation activities (when applicable). Competent performance also includes attendance at department/university meetings, membership on departmental committees, university committees, regular *participation* in the local church, and involvement in professional associations.

Proficient: Proficiency in service involves contributions that are more extensive in scope or nature. Proficient service includes membership on elected committees, special task forces, advising student organizations/groups, or significant search committees at EMU. Proficient performance also includes active *contribution* to the governance or activities of the local church, the broader church, the broader community, or professional organizations.

Outstanding: Outstanding service involves taking on a significant *leadership* role or *in-depth* contributions on campus, public recognition of the faculty member's *significant contribution* to the local church, and organizational or opinion *leadership* in the broader church, community, or professional organizations.

Criteria for Rank

Rank is assigned according to: level of advanced degree, years of teaching service, and the quality of faculty performance in the 3 domains. According to the Bylaws, Article IV.4.2.d, continuing contracts require continued participation on the part of the faculty member in the life of a faith community and harmony with the *Confession of Faith in a Mennonite Perspective*.

Instructor: Appointment to the rank of Instructor requires completion of the Master's degree. Competent performance in all 3 domains is required. Normally for continued employment as instructor, there is an expectation for continued progress on an advanced degree.

Assistant Professor: Promotion or appointment to the rank of Assistant Professor requires completion of the terminal degree or the equivalent (as defined in the *Appointment Procedures* section). Competency in teaching, scholarship and service must be achieved in order to receive a 3-year contract.

Associate Professor: Promotion to associate professor requires completion of the doctorate or the terminal degree/equivalent in the field. Normally, a minimum of six years of faculty experience is required. *Proficient* Teaching performance is required, as well as *Proficient* Scholarship or Service.

Professor: Completion of at least one six-year contract at EMU or its equivalent elsewhere is required. In addition to *Proficient* performance in Teaching, Scholarship, and Service, *Outstanding* performance is required in either Teaching or Scholarship. (Alternate: A faculty member may seek to make the case that Outstanding Service be substituted for Outstanding Teaching or Scholarship. The Dean, with support from the department faculty, may grant the exception based on evidence that Outstanding Service has made a significant contribution toward the achievement of EMU's mission in the world or broader faith community.)

Faculty Employment and Promotion Policies

Criteria for Eligibility

To be eligible for teaching undergraduate courses each faculty member is expected to have completed 18 graduate semester hours in the teaching discipline and hold a masters degree, or hold the minimum of a master's degree with a major in the teaching discipline. Faculty eligible for graduate level teaching are expected to hold the terminal degree, usually the earned doctorate in the teaching discipline or a related discipline. EMU also considers competence, effectiveness and capacity, including, as appropriate, undergraduate and graduate degrees, related work experiences in the field, professional licensure and certifications, honors and awards, continuous documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes.

According to the EMU Bylaws "all long-term faculty shall be in harmony with the *Confession of Faith in a Mennonite Perspective* and other documents on the faith and life of the church adopted by the Delegate Assembly and the Executive Board of Mennonite Church USA. In order for EMU and MEA to fulfill their respective missions, at least 75% of the EMU long-term faculty shall be members in good standing of a Mennonite Church USA (MCUSA) congregation or other denominations in the Mennonite Central Committee church constituency." Faculty candidates must reflect qualities of excellence both academically and spiritually. Faculty shall exhibit ability to relate to and serve the Mennonite Church meaningfully.

EMU is committed to gender and racial diversity.

Tenure with Post-Tenure Review

Long-term faculty appointments at EMU are made within a system of tenure with post-tenure review, which provides the context for regular contract renewal and promotion. Tenure with post-tenure review is constituted by a presumption of job security and contract renewal, and an assumption of continued performance to expectations in teaching, scholarship and service. The purpose of tenure with post-tenure review is to develop and maintain a high quality faculty; to promote professional growth of faculty members by supporting the unique gifts of individuals within the standards and expectations of specific disciplines; and to recognize the commitment to service to EMU, the community, and the larger world. The specific goals of tenure with post-tenure review are:

1. To provide a system of fair remuneration and recognition for services rendered, and periodic opportunities for advancement in professional rank.
2. To provide regular occasions for formative and summative feedback on performance and consideration of the quality of a faculty member's contribution to university mission and needs.
3. To facilitate growth as a scholar, educator, and a contributing member of the EMU community.
4. To safeguard professional autonomy, academic freedom, and the ability to take risks in innovative pedagogy and scholarship.

Faculty Recruitment

The following guidelines are used when recruiting faculty for tenure-track positions:

- A. Together the department chair or program director and the respective dean in consultation with the provost identify a faculty position and agree to initiate recruitment.
- B. The faculty position is posted on the EMU website and employment bulletin board as well as other appropriate academic and disciplinary venues for a minimum of one month before the position is filled. Applicants are requested to submit a cover letter, vita, official graduate transcripts and three letters of reference.
- C. All tenure-track faculty positions require a national search. A national search process includes advertising in Mennonite periodicals, and on occasion in other journals as selected by the department chair or program director and the respective dean.
- D. The dean and the department chair or program director appoint a search committee which identifies potential candidates (academic credentials, experience, fit with the institution, etc.). Departments/units are encouraged to include students and faculty from outside the department on the search committee. As applications are submitted, the dean sends a letter acknowledging receipt and indicating the planned timeline.
- E. The department chair or program director, or the respective dean initiates further contact with a select number of applicants. Documents sent include the appropriate catalog; general information brochures; the EMU Philosophy; the EMU Mission Statement; the *Confession of Faith in a Mennonite Perspective*; the Community Lifestyle Commitment; the Personal Statement of Faith and Life form; and a copy of the Faculty Recruitment process. Initial screening of prospective candidates occurs by conducting a phone interview between the search committee and the candidate. Prior to the phone interview, the candidate is instructed to be prepared to discuss responses to the questions on the Personal Statement of Faith and Life, as well as to converse generally about other materials sent.
- F. One or more candidates are invited to campus for an interview when the respective dean and the department chair or program director agree that the applicant is to be given serious consideration. Written responses to the Personal Statement of Faith and Life should be on file prior to arranging the interview. Candidates are hosted by the department or program.

Opportunity is provided for both formal and informal interviews with faculty, students, the respective dean, provost and the president. Provision of opportunity for input from faculty outside the department is encouraged. Customarily, candidates present a class lecture or seminar presentation arranged by the department.

G. Candidates are evaluated not only on potential teaching and academic strength, but also on their commitment to the mission and philosophy of the institution. The materials sent earlier are reviewed with the candidate at the interview.

H. At the time of the campus interview, candidates are required to fill out the “Authorization for Release of Information” form for criminal background screen. The department is responsible to return the completed form to the human resources office, which handles the request and will respond back to the department. Candidates must be reviewed in this manner before the offer of employment is made.

I. After the campus visit, the search committee evaluates the relative strengths and weaknesses of the candidate(s). The committee conveys a recommendation to the respective dean. If a candidate is recommended for hiring, the respective dean consults with the provost for agreement to hire.

J. Salary and academic rank are determined by the respective dean in consultation with the provost according to policy published in the *Faculty/Staff Handbook* and are conveyed by the dean to the candidate. The department chair, program director or seminary dean defines loads.

K. Upon invitation to accept a faculty appointment at EMU, the candidate is informed that the faculty appointment is contingent on Board of Trustee action and receipt of official transcripts if these have not been obtained.

Academic vitae and faith statements are provided to the Trustees along with the administration’s recommendation for appointment of a new faculty person. The Board takes formal action at their regular meeting, with the understanding that the administration is authorized to employ a faculty member for a one-year initial appointment when the vacancy must be filled between Board meetings.

Approved by Academic Cabinet, January 12, 2005

Faculty Appointment

A. All new tenure-track faculty members are appointed initially for one year. Pending satisfactory performance, two succeeding one-year contracts are issued prior to the offer of a three-year contract. New tenure-track faculty appointments are made by the Board of Trustees upon recommendation of the president, following review of the prospective faculty member’s vita by the Academics or Seminary Committee of the Board of Trustees and faith statement by the Faith and Student Life Committee of the Board.

B. When faculty vacancies occur and new positions must be filled between trustee sessions, the president is authorized upon a personal interview and review of vitae and faith statement and upon recommendation of the provost and respective dean, to employ a faculty member for an initial one-year contract. The initial employment for one year shall not be renewed until the Academics or Seminary and Faith and Student Life Committee and the Board of Trustees have affirmed the president's initial one-year employment contract.

C. The awarding of tenure is contingent upon completion of the terminal degree (Ph.D. or equivalent, M.F.A. or J.D.). For professional programs EMU values professional credentials if accompanied by extensive practical experience. Therefore, EMU accepts the M.S.W., M.B.A. and a masters degree in nursing plus advanced practice nurse licensure or certification with documented experience to meet this requirement. Additional exceptions may be made in individual cases in any program where other qualifications are deemed more important and achievement of university standards are not placed in jeopardy.[\[1\]](#)

D. The affirmation by the Board of Trustees of the president's recommendation for faculty appointments shall constitute approval for subsequent appointments beyond the first year with the understanding that all six-year contracts must be approved by the Board of Trustees.

E. **Short-term and Adjunct faculty:** The university also employs adjunct and short-term faculty. Appointment of adjunct and short-term faculty is made by the respective dean, with recommendation by the program faculty as appropriate. Short-term and adjunct faculty are a valuable resource and are encouraged to participate as fully as possible in departmental/program activities in addition to their primary teaching responsibility. They are also invited to participate in broader university life, such as chapel and assemblies, monthly faculty meetings and public events, as schedules permit. Short-term and adjunct faculty appointments are made on a year-by-year basis and are not subject to the procedures outlined above. Individuals hired for adjunct or short-term teaching assignment are responsible to furnish the office of the respective dean with an up-to-date curriculum vitae and official transcripts for all graduate work.

EMU offers a variety of short-term faculty titles to provide departments and programs flexibility in meeting their teaching, research and program needs. Alternative titles may be offered as appointments at the discretion of the deans, with authorization by the provost.

F. **Professional Librarians:** Professional librarians at Eastern Mennonite University hold faculty status but without an academic rank designation. As such, professional librarians must meet the academic requirements of faculty teaching at the baccalaureate level. Salaries for professional librarians are calculated on the administrative scale for a 12-month contract. The director of libraries, who reports directly to the provost, supervises all library staff. All professional librarians will have an annual performance evaluation conducted by the director of libraries. With faculty status professional librarians are eligible to apply for professional development opportunities and sabbaticals.

Faculty Categories

		SH	Trustee Approved	Fringe Benefits	Pay Rate	Prof. Dev.	Include in	Rank	Committee
--	--	----	---------------------	--------------------	----------	---------------	---------------	------	-----------

						Fund	Catalog Index		Assign.
Tenure-track	Full-time	18-24	Yes	Yes	Faculty Salary Scale	Yes	Yes	Yes	Yes
	Part-time	12-17	Yes	No	Faculty Salary Scale	Yes	Yes	Yes	Yes
Short-term (on annual contracts)	Full-time	18-24	No	Yes	Faculty Salary Scale	No	Yes	Yes	No
	Part-time	12-17	No	No	Faculty Salary Scale	No	Yes	Yes	No
Dual Contracts	Faculty/Coaches		Yes	Yes	Faculty & Coach Salary Scales	Yes	Yes	Yes	Yes
	Faculty/Admin.		No	Yes	Faculty & Admin Salary Scales	No	Yes	Yes	Yes
Adjunct		<12	No	No	Adjunct Rate (per SH)	No	Dean Decides	No	No

[1] This was approved November 2000 and took effect Fall 2001.

Faculty Compensation and Contract Period

EMU's faculty members play an essential role in fulfilling the university mission. They are accomplished professionals who meet the standards of their respective disciplines and professional associations. EMU's faculty compensation recognizes the faculty's crucial role in the EMU mission and their status as professionals with specialized knowledge and skills. EMU also has a long-standing and ongoing institutional culture of egalitarianism, valuing each person's contribution to the learning community regardless of discipline or degree. EMU faculty members are committed to the university's mission, and are not primarily motivated by financial considerations. Nevertheless, our compensation policies attempt to strike a balance between honoring our egalitarian culture and recognizing the role of market forces in recruiting and retaining strong faculty members. The following principles of faculty compensation reflect these goals.

The EMU faculty compensation structure should:

- Provide an adequate standard of living at entry-level, with appropriate salary increases over time for experience, rank, and expertise.
- Encourage high-level performance and recognize differentials in achievement.
- Reflect a smaller compensation differential between entry-level and senior faculty than might be the case with some of our peer institutions.
- Provide deans with some flexibility to respond to market forces in recruiting and retaining a strong faculty.
- Provide internal equity through clear criteria for performance and transparent compensation procedures equitably applied.
- Respond to external equity data, recognizing limitations based on egalitarian values. CCCU member institutions are the principle external benchmark for faculty compensation.
- Be flexible enough to achieve goals, while being applied in an objective non-discriminatory fashion.
- Be easy to understand and administer.
- Comply with state and federal employment laws.

Initial Placement on Salary Schedule

Placing faculty on the salary scale involves two major aspects: determining rank and determining the steps in a range from zero to ten. Following is a description of the procedure and the criteria.

Definitions

- Base salary: Dollar amount set annually against which all faculty salaries are indexed.
- Experience step: Incremental change awarded within any rank for periods of service.
- Discretionary step: Incremental change awarded within any rank at the discretion of the dean for distinctive performance or for market or internal equity.

Faculty Rank

Faculty ranks include Instructor, Assistant Professor, Associate Professor, and Professor. Initial rank is determined at the point of hire. The criteria for rank are described under the academic rank and promotion procedures in a previous section of this handbook.

Procedure and Criteria Used to Determine Steps

- A. **Experience Steps.** In this category up to four steps may be granted for university teaching experience, or for experience in other jobs related to the teaching position at EMU. One step is awarded for each three full years of university teaching experience, up to a maximum of four steps.

B. Discretionary Steps. Additional steps may be awarded at the discretion of the dean and with the approval of the provost. These steps are given to mark significant progress on performance criteria in teaching, scholarship and service or to recognize particular exceptional achievement in any of the three performance areas. They may also be granted in response to internal or market equity concerns. Discretionary steps are awarded at the discretion of the dean in consultation with the chair or program director. Requests for discretionary steps may be initiated by any of the parties involved. This will often occur following the annual performance review meeting between a chair or program director and the faculty member. Normally, there will be at least a 2-3 year interval between discretionary steps.

Salary Schedule

Annual salaries are calculated by multiplying the university base salary (adjusted annually) by an index factor associated with a faculty member's particular rank and step level. The salary schedule includes three categories of compensation. Category 1 includes most faculty members in the arts and sciences and professions. Category 2 includes a few disciplines where market factors and external equity pressures make recruitment and retention more difficult (currently business, nursing, and computer science). Category 3 includes exceptional cases across all departments where special market circumstances or strategic considerations (e.g., diversity goals) justify higher compensation. The placement of disciplines in Categories 1 and 2 will be reviewed every five years (or earlier if necessary) by the Provost and VP for Finance in consultation with the President of Faculty Senate.

Index Schedule (base adjusted annually)

<u>CATEGORIES</u>	<u>RANK</u>	<u>0</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>
<u>Category 1</u>	Instructor	1.000	1.030	1.061	1.093	1.126	1.159	1.194	1.230	1.267	1.305	1.344
	Asst Prof	1.120	1.154	1.188	1.224	1.261	1.298	1.337	1.377	1.419	1.461	1.505
	Assoc Prof	1.285	1.324	1.363	1.404	1.446	1.490	1.534	1.580	1.628	1.677	1.727
	Professor	1.505	1.550	1.597	1.645	1.694	1.745	1.797	1.851	1.907	1.964	2.023
<u>Category 2</u>	Instructor	1.100	1.133	1.167	1.202	1.238	1.275	1.313	1.353	1.393	1.435	1.478
	Asst Prof	1.232	1.269	1.307	1.346	1.387	1.428	1.471	1.515	1.561	1.607	1.656
	Assoc Prof	1.414	1.456	1.500	1.545	1.591	1.639	1.688	1.738	1.791	1.844	1.900
	Professor	1.656	1.705	1.757	1.809	1.864	1.920	1.977	2.036	2.098	2.160	2.225

<u>Category 3</u>	Instructor	1.210	1.246	1.284	1.322	1.362	1.403	1.445	1.488	1.533	1.579	1.626
	Asst Prof	1.355	1.396	1.438	1.481	1.525	1.571	1.618	1.667	1.717	1.768	1.821
	Assoc Prof	1.555	1.601	1.650	1.699	1.750	1.802	1.857	1.912	1.970	2.029	2.090
	Professor	1.821	1.876	1.932	1.990	2.050	2.111	2.175	2.240	2.307	2.376	2.448

PROVISIONS:

1. Steps 1-10 include both experience steps and discretionary steps.
2. Experience steps are carried across promotions in rank. Discretionary steps are reset at each promotion to the step nearest a 5% salary increase.
3. The Board of Trustees determines rank upon recommendation by the administration (initial appointments) and upon recommendation of the administration and Faculty Status Committee (promotions).
4. A full-time (9 months) salary is determined by multiplying the above level-step index times the established base. Salaries for less than full-time persons who are classified by level and step (half time or more) are determined proportionately to the contract load.
5. Adjunct instructors are remunerated according to the Adjunct Faculty Salary Schedule available in the office of the provost.

Contract Period and Payment Schedule

Contract Period

The EMU faculty scale is based on a nine-month assignment from mid-August to mid-May. Faculty are expected to attend the annual fall and spring faculty/staff conferences scheduled in mid-August and early May, as well as other events that may be scheduled in May and late August. Faculty and departments are encouraged to use the first couple weeks of May for planning and curriculum work or other professional development activities. Graduate and seminary faculty should consult with their director or dean for possible alternative annual schedules.

Payment Schedules

Full-time faculty salaries are paid over a twelve-month period beginning August 31 of the respective contract year. There are several voluntary deductions that faculty may elect to have deducted from their paychecks. These include payments into an approved tax deferred plan, participation in the flexible benefits plan or dental plan, or a front-end contribution to EMU. In cases of special need, a faculty member may request a payroll advance. Advances will be deducted from the next paycheck to be issued.

Summer teaching and other special assignments for faculty are negotiated with the respective dean on a separate salary scale and arranged outside the regular nine-month contract. The

maximum earnings of a teacher on assignment with EMU (teaching and non-teaching) during the summer shall be 30 percent of the annual nine-month salary contract.

Direct deposit is available to any bank. An authorization form (available from Human Resources or Payroll) along with either a voided check or deposit ticket needs to be turned into the payroll clerk. On each payday a form similar to a check stub will be distributed showing the gross to net calculations.

Termination of Contract

Conditions and Procedures for Termination

Cases of Incompetence or Misconduct

Upon the recommendation of the president to the Board of Trustees, a contract for a faculty member may be terminated for unsatisfactory service such as incompetence, neglect of duty, opposition to the mission and goals of EMU or the Mennonite Church, or ethical or moral misconduct. The faculty member so terminated, except as hereinafter noted, shall be notified of the termination in writing by the respective dean on or before January 15, to be effective at the end of the current academic year.

Notwithstanding the above, the Board of Trustees reserves the right to discontinue the services of any faculty member at any time due to extreme cases of incompetence, misconduct, or neglect of duty.

Faculty who are the subject of informal (within the institution) or formal (legal) charges/allegations may be suspended from duties (with or without compensation) pending an investigation of charges/allegations.

Cases of Financial Exigency

The Board of Trustees, upon the president's recommendation, can also terminate a faculty member's contract under conditions of financial exigency. The faculty so terminated shall be notified in writing by the respective dean on or before January 15, to be effective at the end of the current academic year. In such cases: 1) Any decision that financial exigency exists will include the Provost's prior consultation with Faculty Senate; 2) New appointments will not be made in the same program for a period of three years, unless the released faculty member is offered reinstatement and a responsible time to accept the offer, and; 3) Every effort shall be made to employ the released faculty member elsewhere in the university, as appropriate.

Approved by Academic Cabinet November 30, 2011
Approved by President's Cabinet November 30, 2011

Appeals Procedure

Appeal in the case of a terminated contract must be initiated by the faculty member in writing within one month of the date of termination notice, such appeal to be addressed to the president. An ad hoc review committee shall be created at the direction of the president. The terminated faculty member shall select one member of the ad hoc committee; the Faculty Status Committee shall select a member. The president, provost, and the respective dean shall also serve on the ad hoc committee. The committee shall meet not later than one month after the terminated faculty member initiates the appeal. The ad hoc committee shall hold hearings and otherwise review the merits of the case. The verdict must be in writing and addressed to the faculty member in question. In the event the ad hoc committee verdict is contested, the aggrieved party may initiate formal grievance procedures.

Schedule & Procedures for Contract Renewal & Promotions

Schedule for Tenure with Post-tenure Review System

Schedule for Contract Renewal

Long-term faculty appointments at EMU are based on a system of tenure with post-tenure review. The terms of the contract period shall be negotiated in all cases (exceptions by mutual agreement of the faculty member and his/her dean) by March 15 preceding the new contract period. The initiative for negotiating the next contract period shall come from the respective dean. Tenure-track contracts are offered on the following schedule:

Pre-tenure:

- First contract period - one-year contracts (for first three years)
- Second contract period - three-year contract

Tenured:

- Subsequent contract periods – six-year contracts

Advancement in the tenure track assumes completion of the terminal degree (Ph.D. or equivalent, e.g., M.F.A. or J.D.). For professional programs, EMU values professional credentials if accompanied by extensive practical experience. Therefore, EMU accepts the M.S.W., M.B.A. and master's degree in nursing plus advanced practice nurse licensure or certification with documented experience, to meet this requirement.

At any time during the review process, a lesser term may be negotiated by mutual agreement of the faculty member and his/her dean. This agreement must be documented with a copy placed in the faculty member's official personnel file. If a faculty member is unavailable when the review would normally be scheduled (e.g. the person is on sabbatical), the contract may be extended for

one year. An annual Salary & Benefits Statement shall be issued by EMU to the faculty member and shall indicate salary level and fringe benefits.

One-year Contracts: The first contract period (3 one-year contracts) shall be provisional. This period of time provides an opportunity for the faculty member and the institution to determine whether a longer-term relationship between the person and the institution would be mutually beneficial. During this provisional time the institution is under no obligation to renew the contract. Renewal is at the discretion of the Dean in consultation with the chair/program director.

Three-year and Six-year Contracts: The review process in preparation for three- or six-year contracts shall occur during the last year of the previous contract period. Contract review criteria are identical to those established for promotion. The three-year contract is processed by the colleague review committee, the chair/director, the dean, and the Faculty Status Committee (FSC). Normally tenure is granted at the time of awarding the first six-year contract, after processing by the dean, colleague review committee, and Faculty Status Committee. Tenure must be approved by the Board of Trustees. Entry into tenure represents a long-term commitment by the faculty member and the institution to continuing service. Subsequent six-year contract renewal provides an opportunity for post-tenure review to plan the ongoing growth and development of the faculty member, review the goals of the individual and the institution, and assess institutional need for the next contract period.

Beyond the age of 60, after multiple post-tenure contracts, the faculty candidate may negotiate with respective dean for a shorter contract and expectations regarding contract renewal.

Note Regarding Annual Faculty Assessment: All faculty members complete an annual assessment of performance and set goals for growth. An annual interview with the chair/program Director occurs so that the faculty member may gauge his/her own progress toward the review criteria, as well as toward goals for professional development and contribution to the department. Annual review documents are maintained in the faculty person's official file in the Provost's office.

Schedule for Promotion

Promotion by Rank requires: a specified length of EMU service attained, as well as specific ratings (Competent, Proficient, or Outstanding) across the domains of Teaching, Scholarship, and Service.

Faculty members are usually hired at the rank of Instructor or Assistant Professor. Ordinarily, the rank of Associate Professor is considered after 6 years of faculty performance and demonstration of Proficient performance in Teaching, and Proficient performance in either Scholarship or Service. If a faculty member, upon employment by EMU, has already achieved the rank of Associate Professor or Professor at another accredited institution, consideration may be given by the Provost and respective Dean, for awarding the same rank at the time of hiring. Ordinarily, the rank of full Professor is achieved after a minimum of six years of experience at the associate professor level. When current faculty work toward a terminal degree, application for promotion

will be considered only if the work toward the degree is completed by **May 15**. A person's schedule for promotion will be specified at the time of hire.

Timing of Application for Promotion: Application for promotion typically occurs at the time of contract renewal. In extraordinary cases in which the faculty member demonstrates excellence in advance of, or following, the scheduled period of review for contract renewal, the respective dean and department chair may approve special requests for early/delayed promotion reviews. Once the out-of-schedule promotion is granted, another full contract (3 year or 6 year) will commence at the time of the promotion/contract review in order to maintain the regularity of the review cycle.

Review Procedures for One-year Contracts

After the first semester in the first and second years, and prior to signing another one-year contract, the department chair shall meet with the faculty member to conduct a review, based on the *Domains for Faculty Performance*. The dean shall place a summary of the review in the faculty member's personnel file in the office of the provost. Faculty member is notified by March 15 of contract renewal decision for the 2nd and 3rd one-year contracts.

Review Procedures for: Three- and Six-Year Contracts & Promotion

Procedures for contract review and/or promotion consideration involve several steps:

- Faculty candidate prepares for the review by completing the steps in the initial and preparation procedures, listed below.
- Selected colleagues and peers review the performance of the faculty candidate in the 3 domains and provide individual and group response.
- The chair/director writes a summary and the dean adds his/her recommendation.
- The Faculty Status Committee reviews the dossier, interprets the data, and makes the *decision* on contract renewal/promotion.
- The Board of Trustees takes action to confirm all promotions and renewal of six-year contracts.

Initial Procedures

1. Faculty member is eligible for contract review, and/or promotion.
2. In May, prior to the review process, the Dean initiates the review process via letter to the faculty member indicating eligibility for contract review, and/or promotion to Associate Professor. The letter is copied to the respective chair/director. The faculty member in consultation with his/her chair initiates requests for promotion to Professor.
3. In May, the Provost conducts a "process overview" workshop for faculty undergoing the process.
4. *Promotion only:* If requesting a promotion, the faculty candidate submits a letter of request for promotion consideration to the Chair/Director and respective dean by September 1.

Preparation Procedures

1. By September 15, the faculty candidate invites a minimum of 2 tenure-track colleagues (one colleague must be from within department) to conduct class visits. The colleague observer meets with the faculty candidate to review the results; the observer submits the class-visit evaluation form to the chair/director and a copy to the faculty candidate.
2. When a department consists of fewer than 4 members, the faculty candidate submits to the department chair by September 15, the names of three other faculty colleagues to be considered for appointment to the colleague review committee. The dean may also make additional appointments to the committee in special circumstances; the faculty candidate may also request the addition of a colleague who has insight into his/her performance in a domain (see Colleague Review Procedures).
3. In September, the faculty candidate completes the Self-evaluation Form (SEF).
4. The faculty candidate compiles the dossier and submits it to the chair by October 1. The dossier is stored in a location that ensures confidentiality.
5. The dean solicits evaluation forms from all students in the major/program who have had at least one course with the professor. The Office of Institutional Research summarizes the data and results are forwarded to the colleague review committee.

Colleague review

Colleagues review the faculty candidate's performance in the three domains. The colleague review committee consists of all tenure-track departmental members and may include up to 2 additional tenure-track colleagues from outside of the department, as outlined below. The colleague review committee is chaired by the chair/ director (in the case of the review of the chair/ director's performance as a *faculty* member, the dean appoints a departmental faculty member or another department chair/program director to lead the colleague review committee).

Procedure for expanding the colleague review committee:

- *In departments with fewer than 4 members*, the colleague review committee will be expanded to include at least four members with tenure-track faculty colleagues from outside of the department/program. The faculty candidate submits the names of three other EMU colleagues. Ordinarily, external additions to the committee will be at the same or higher rank as that to which the candidate aspires. The chair/director may also nominate a colleague. The chair selects external faculty members to join the colleague review committee, at least one of whom was nominated by the faculty candidate.
- *Even if there are already 4 members in a department*, the faculty candidate may also request that one additional colleague be added to the colleague review committee. The faculty candidate may wish to nominate a colleague, who has at least six years of EMU faculty experience, who has insight into an area of scholarship, teaching, or service that the departmental members may have not had opportunity to observe (e.g. cross-disciplinary co-teaching, research, etc.). The chair/program director and the respective dean must approve such requests. Anyone added to the committee must be a tenure-track faculty member.

- *In other special circumstances*, the respective dean may appoint up to 2 additional colleagues from outside of the department, after consulting with the faculty candidate and chair/director.

The colleague review process includes:

1. In October, each member of the colleague review committee reviews the dossier. All members of the committee, except those in their first semester at EMU, complete Part I of the colleague review response form prior to the meeting of the colleague review committee.
2. By November 7, the chair convenes the colleague review committee to discuss the candidate's performance (Not Achieved, Competent, Proficient, or Outstanding) in each of the three domains. Discussions during the meeting are confidential.
3. Following the colleague review meeting, all participants, except those in their first semester at EMU, complete and sign Part II of their individual colleague response forms. Individuals submit the form to the committee chair by November 15. The faculty candidate does not see the individual response forms.
4. The committee chair reviews the results of the response forms and drafts a summary report. The report summarizes the discussion of the colleague review committee, the performance ratings in each domain, and the level of support for the contract renewal/promotion. In circumstances where the chair of the committee has privileged/confidential information relevant to the renewal/promotion, the chair may also write an accompanying letter and attach it to the summary report.
5. The chair of the colleague review committee submits the summary report, completed dossier, student evaluation results, and colleague response forms to the respective dean by November 30. The summary may be viewed by any member of the colleague review committee, upon request.
6. The chair of the colleague review committee meets with the faculty candidate for an *oral summary* of the faculty review by November 30. No individual data are revealed.

Dean's Review

1. By December 15, the dean reviews the dossier, the summary report, student evaluation results, and the individual *colleague response forms*. The summary report and the response forms are *not* placed into the dossier.
2. The dean writes his/her letter of recommendation, evaluating the information that has come forward from the colleague review committee. The faculty candidate may meet with the dean to discuss any aspect of his/her candidacy.
3. By January 15, the dean informs the chair of the colleague review committee his/her recommendation to the FSC.
4. The Dean forwards the completed dossier, with the summary report, student evaluation results, the response forms, and the Dean's recommendation to the Faculty Status Committee.

Faculty Status Committee Review

1. January 15-February 15: The Faculty Status Committee reviews the completed dossier, the attached reports, student evaluation results, and colleague response forms.
2. By February 15, the Faculty Status Committee convenes and decides on the contract renewal/promotion request.
3. By the end of February, the Faculty Status Committee reports in writing the resulting decision and the rationale to the faculty member, and copies the chair/director and respective dean.
4. The Chair of the FSC forwards the decisions for promotion and for tenured six-year contracts to the Board of Trustees, along with the minutes of the FSC meeting. The Provost presents the decisions of the FSC as motions to the Board of Trustees for confirmation.

Filing

1. The summary report, response forms, student evaluation results, and letter of recommendation are filed securely by the Provost's office for 6 years.

Board of Trustees

1. At the March Board of Trustees meeting, the Board of Trustees takes action on all promotions, and post-tenure six-year contracts.
2. The Provost issues a letter communicating the action to the faculty candidate, no later than April 1st.

Appeals Procedure

- If a faculty member wishes to appeal the decision of the Faculty Status Committee, it must be done in writing to the president within ten working days of notification of the committee's decision. If the appeal to the president is denied, the faculty member may make a second appeal to the Academics Committee or the Seminary Committee of the Board of Trustees. The second appeal must be done in writing to the chair of the trustee committee within ten working days of notification of the president's decision.
- All appeal procedures shall provide a fair hearing for all interested parties.

Dossier Preparation for 3- and 6-year Contracts & Promotion

The dossier is prepared to provide appropriate evidence of the faculty candidate's performance in the areas of Teaching, Scholarship, and Service.

Dossier Documents Submitted by the Faculty Candidate

- Cover Letter indicating the purpose of the review: tenure contract renewal and/or promotion

- Self-evaluation form: The faculty candidate identifies a rating of own performance (Not Achieved, Competent, Proficient, or Outstanding) for each domain, with a supporting explanation of the evidence. The candidate may also speak to current areas of focus in his/her professional development and contributions to the department/university.
- Curriculum vitae
- Class Visit Forms: the faculty member places two signed class visit forms in the dossier; a departmental/program faculty member must complete one form.
- Course Evaluation Summaries
- Statement of Faith and Life (depth of updating is at the discretion of the applicant)
- Annual goals reports from prior 3 years
- Faith integration paper (for the initial tenured six-year contract only). The integration paper is 5-10 pages in length and is also shared with peers at an appropriate venue, as arranged by the Provost (not a part of the review process). The faculty candidate addresses how his/her teaching and scholarship is influenced by serving at a Christian Anabaptist institution and explores the question of compatibility with the university mission.
- Supporting Evidence at Faculty Discretion: optional supporting evidence may be offered to assist in demonstrating the level of performance. Duplication of evidence is unnecessary. Supporting evidence may include, but is not limited to:
 - o evidence of teaching strategies or curriculum development
 - o sample syllabi
 - o evidence of student learning
 - o published scholarship
 - o evidence of service assignments
 - o reports generated by consulting or other professional service
 - o internal/external letters of recommendation
 - o evidence of public critique or adoption of one's scholarly work

Documents Submitted by Others

The colleague review committee:

- In the case of a faculty candidate's tenure review and/or request for promotion to Associate Professor or Professor, the colleague review committee collects three letters of recommendation from faculty or professional colleagues external to EMU. At least two of the three are selected from a list of names provided by the candidate. External peer reviewers should be contacted by the chair-program director in May or June, before the colleague review committee is formed.

The Chair/Director:

- Submits the summary report, student evaluation results, and colleague response forms to the Dean.

The Dean:

- The Dean forwards the completed dossier, with the summary report, student evaluation results, the response forms, and the Dean's recommendation to the Faculty Status Committee.
- The summary report, response forms, and letter of recommendation are filed securely by the Provost's office for 6 years.

Approved by Faculty Senate May 7, 2010

Approved by Academic Cabinet & President's Cabinet May 12, 2010

Approved by Board of Trustees June 19, 2010

Approved by Board of Trustees, March 24, 2012