

# *Chapter 1*

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## **GENERAL INSTITUTIONAL INFORMATION**

### **I. INTRODUCTION**

The Northwest Nazarene University *Faculty Policy Manual (Manual)* contains policies, procedures, and documents under which faculty members, individually and collectively, do their work. Its purpose is to assist faculty and academic administrators in carrying out their functions effectively and cooperatively by specifying faculty responsibilities, rights, and privileges.

This *Manual* is not the sole document for faculty guidance. The *Faculty Handbook*, the University catalog, and other documents as they are issued serve as a collective body of information to which faculty and administration look for information about institutional policies and guidelines.

Those policies contained only in the *Faculty Policy Manual* may be revised by the procedure specified in Chapter 6. Such revisions will be reflected in a regular updating of the *Manual*. The *Faculty Policy Manual* will also be edited periodically to reflect any changes made in the documents it contains in their entirety or changes in quoted sections of sources it cites in part (such as the University catalog).

Faculty members who have questions regarding this *Manual* are encouraged to consult with their Faculty Policy Council representative, elected faculty officers, the Vice President for Academic Affairs, or other appropriate administrative officers.

### **II. STATEMENT OF MISSION**

Northwest Nazarene University is a Christian liberal arts University, fully committed to an educational process that pursues both intellectual and spiritual development. This pursuit is centered firmly in the person of Jesus Christ, and is designed to instill a habit of mind that enables each student to become God's creative and redemptive agent in today's world.

The essential mission of the University is the development of Christian character within the philosophy and framework of genuine scholarship. The University seeks to achieve this mission in the following ways:

1. By providing a Christian community of scholars in which the faculty are expected to follow a life rooted in Christian values, pursue excellence in intellectual training, seek the integration of faith and learning, instruct students effectively, and contribute to the world of scholarship;
2. By the integration of a Christian perspective of life, summarized in the University motto "Seek ye first the Kingdom of God," into all aspects of the institution. It is intended that the student acquire a basic understanding of both the Old and New Testaments and of Christian doctrine;
3. By emphasizing the scholarly pursuit of knowledge to equip the graduate for intellectual leadership in his/her social and professional environment;

4. By offering guidance toward a world view consonant with Christian teachings which will enable the student to play an effective role in building a better social order. The University desires that the student acquire a clear understanding of Christian beliefs and values and the ability to interpret these to others, discover some direction for finding a place of service in the church, and develop a sense of obligation with respect to applying Christian principles to contemporary socio-cultural problems.

As a university of the Church of the Nazarene, the task of the University will be to serve the Church by providing an educated laity and ministry, loyal to Christ and emphasizing the Wesleyan doctrine of perfect love. Its theological program is based upon the doctrines set forth in the *Manual, Church of the Nazarene* and will conserve, maintain, advocate and promulgate the New Testament doctrine of entire sanctification or Christian holiness.

### III. STATEMENT OF FAITH

The University, theologically, emphasizes the theistic view of God and humanity as interpreted in the Wesleyan-Arminian tradition. We, therefore, deem belief in the following brief statements to be sufficient.

We believe:

In one God - the Father, Son, and Holy Spirit.

That the Old and New Testament Scriptures, given by plenary inspiration, contain all truth necessary to faith and Christian living.

That humanity is born with a fallen nature, and is, therefore, inclined to evil, and that continually.

That the finally impenitent are hopelessly and eternally lost.

That the atonement through Jesus Christ is for the whole human race; and that whosoever repents and believes on the Lord Jesus Christ is justified and regenerated and saved from the dominion of sin.

That believers are to be sanctified wholly, subsequent to regeneration, through faith in the Lord Jesus Christ.

That the Holy Spirit bears witness to the new birth, and also to the entire sanctification of believers.

That our Lord will return, the dead will be raised, and the final judgment will take place.

### IV. INSTITUTIONAL OUTCOMES

Northwest Nazarene University endeavors to fulfill its mission through the following institutional outcomes:

#### **Christlike Character**

NNU students will grow toward Christlikeness: demonstrating ethical behavior, loving and respecting others, offering grace as they have received it, building up the community of Christ, and representing Christ to the world.

#### **Academic Excellence**

NNU students will demonstrate understanding and appreciation of the liberal arts, expertise in a major field of study, and professional growth. Throughout their lives they will endeavor to reach their potential and be transformed by their pursuit of knowledge about God and creation.

#### **Creative Engagement**

NNU students will apply their natural gifts and acquired knowledge to respond creatively to life: producing original works of art, new synthesis of knowledge, novel expression of ideas, and inspired solutions to problems – in the home, the workplace, the church, and the greater community.

### **Social Responsiveness**

NNU students will be faithful stewards of their knowledge, skills, and resources, and be agents of social justice and divine mercy. Compassionately they will show love for people of all faiths and cultures, and identify with and advocate for those in need – locally and globally.

## **V. HISTORY**

A desire to educate their own children led the founders of Northwest Nazarene University under the leadership of Eugene Emerson to organize an elementary school in 1913. In the ensuing two years both high school and college courses were added to the curriculum. Thus began Northwest Nazarene University, now a fully accredited, four-year, coeducational, Christian comprehensive University of the arts, humanities, sciences, and professions..

In 1915, the first student graduated from high school and a year later Dr. H. Orton Wiley was elected President. The first college degrees were conferred upon a class of four graduates in 1917.

Academic progress has been notable, including accreditation as a junior college in 1931 and as a four-year college in 1937. Master's programs were added in the mid-sixties. The name of the institution was changed from Northwest Nazarene College to Northwest Nazarene University in 1999.

Within the early years under the leadership of Dr. Wiley, strong spiritual foundations were laid which remain of first importance. During the following years the University has shown steady growth and development. Eleven presidents have led the University: Dr. H. Orton Wiley, 1916-1926; Dr. J.G. Morrison, 1926-1927; Dr. Russell V. DeLong, 1927-1932 and 1935-1942; Dr. R.E. Gilmore, 1932-1935; Dr. Lewis T. Corlett, 1942-1952; Dr. John E. Riley, 1952-1973, Dr. Kenneth H. Pearsall, 1973-1983; Dr. Gordon Wetmore, 1983-1992; and Dr. Leon Doane, 1992-1993. Dr. Richard A. Hagood became the eleventh president in 1993.

## **VI. ACCREDITATION AND AFFILIATIONS**

Northwest Nazarene University offers bachelor's and master's degrees in a range of content areas. It is accredited by the Northwest Commission on Colleges and Universities, an institutional accrediting body recognized by the Council for Higher Education Accreditation and the Secretary of the U.S. Department of Education. In addition to regional university accreditation, several departments are accredited by nationally-recognized specialized accrediting boards. The Education Department is accredited by the National Council for the Accreditation of Teacher Education. The Counseling Department is accredited by the Council for Accreditation of Counseling and Related Educational Programs. The Music program is accredited by the National Association of Schools of Music. The School of Business is accredited by the Association of Collegiate Business Schools and Programs. The Social Work Department is accredited by the Council on Social Work Education. The Nursing Department is accredited by the Commission on Collegiate Nursing Education. The Christian Ministry major in the Religion Department together with an appropriate minor is approved as meeting ordination requirements by the Course of Study Advisory Committee (COSAC) of the Church of the Nazarene. The University is a member of the Council for Christian Colleges and Universities.

## *Chapter 2*

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# ***INSTITUTIONAL ORGANIZATION AND STRUCTURE***

## **I. INTRODUCTION**

Northwest Nazarene University is chartered in the state of Idaho as a non-profit educational institution. The responsibility for its operation rests with a forty-member Board of Trustees, whose membership is prescribed by the Articles of Incorporation of the University (see Appendix). Specific rights and obligations of the Board of Trustees regarding the faculty are addressed throughout this *Manual*.

## **II. ADMINISTRATIVE STRUCTURE**

The President is the chief executive officer of the University. The operations of the University are divided into five areas of responsibility: Academic Affairs, Enrollment Services and Marketing, Financial Affairs, Student Development, and University Advancement. The administrators of each of these areas report to the President and serve as members of the President's cabinet.

### **A. PRESIDENT**

According to Article VII.2.a. of the University Bylaws, "The President of the University shall be elected by the Board of Trustees by a two-thirds vote of its membership (excluding the office of the President as a member of the Board of Trustees). The President serves at the pleasure of the Board of Trustees for such term, compensation, and with such conditions of employment, as it shall determine." As chief executive officer of the University, the President is responsible "for all University educational and managerial affairs" and "for leading the University." (Article VII.2.b) A copy of the University Bylaws may be found in the Appendix to this document.

### **B. VICE PRESIDENT FOR ACADEMIC AFFAIRS**

The Vice President for Academic Affairs is responsible for the academic activities of the University. He/she is expected to oversee the following areas:

1. Academic Schools and Extended University Services
2. Academic Advising and Testing
3. Academic Support Center
4. Career Center
5. Information and Media Technology
6. Library Services
7. Office of the Registrar
8. Wesley Center for Applied Theology

### **C. VICE PRESIDENT FOR ENROLLMENT SERVICES AND MARKETING**

The Vice President for Enrollment Services and Marketing is responsible for providing campus-wide leadership in achieving the University's undergraduate enrollment goals and for fostering market-oriented relationships with alumni and friends of the University. The Vice President also advises graduate and continuing education programs in the areas of enrollment services, constituent relationships, and marketing. He/she is expected to oversee the following areas:

1. Admissions
2. Alumni Relations
3. Financial Aid
4. Graduate/Non-Traditional (enrollment/marketing)
5. Marketing
6. Public Relations
7. Retention

### **D. VICE PRESIDENT FOR FINANCIAL AFFAIRS**

The Vice President for Financial Affairs has general responsibility for financial affairs and oversees the care and maintenance of the physical plant of the University and all other property of the University. He/she is expected to oversee the following areas:

1. Bookstore
2. Business Office
3. Conferences and Events
4. Environmental Safety & Health
5. Food Service
6. Human Resources
7. Operations (Environmental Services, Mailroom)

### **E. VICE PRESIDENT FOR STUDENT DEVELOPMENT**

The Vice President for Student Development is responsible for areas involving student life. He/she is expected to oversee the following areas:

1. Campus Life
2. Campus Ministries
3. Campus Rentals
4. Counseling
5. Health Services
6. Multi-Cultural Affairs
7. Residential Life
8. Security

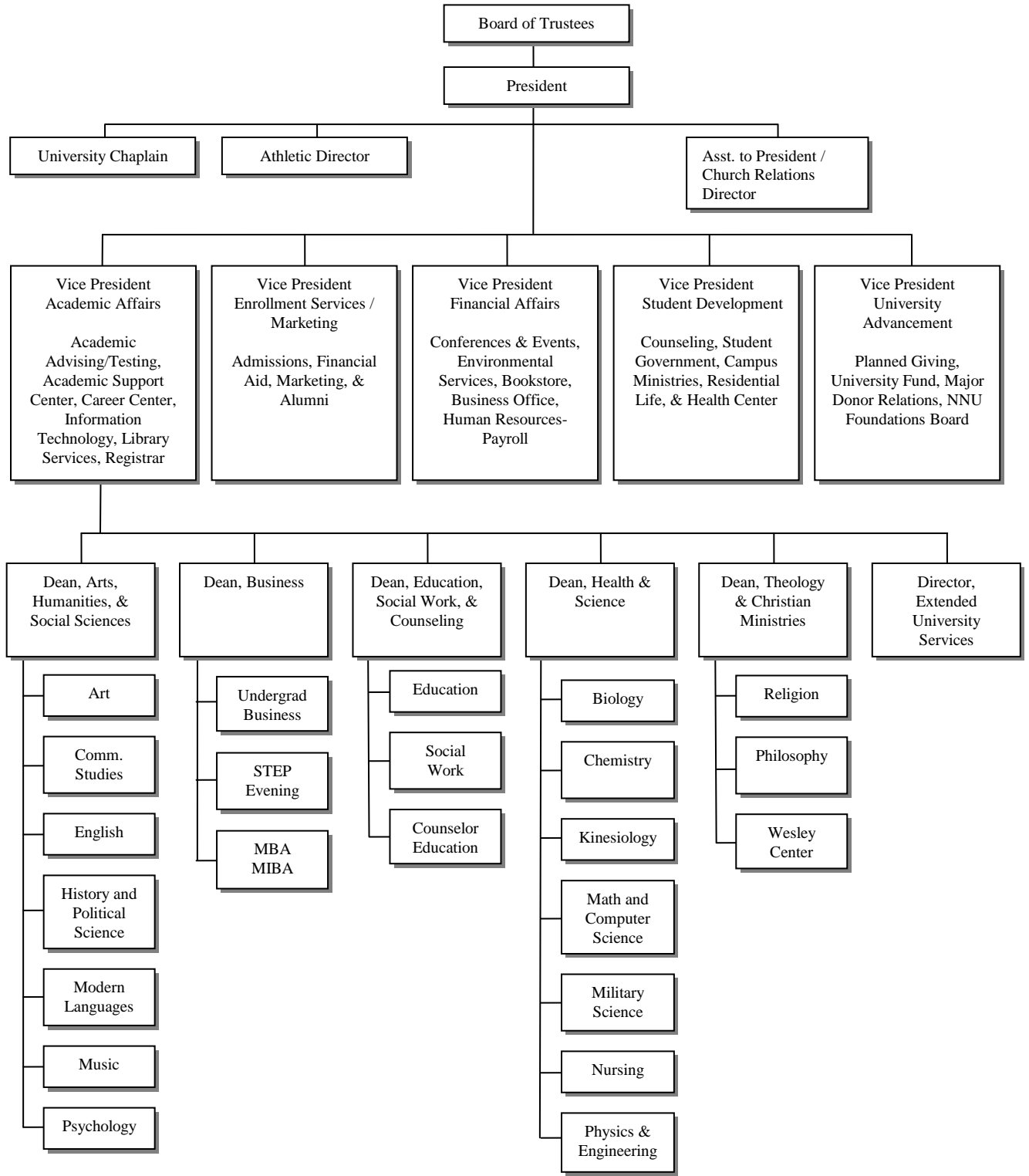
## **F. VICE PRESIDENT FOR UNIVERSITY ADVANCEMENT**

The Vice President for University Advancement is responsible for the administration of programs related to fund raising, and general institutional advancement. He/she is expected to oversee the following areas:

1. NNU Foundation Board of Directors
2. Facilities Development, Campus Master Planning
3. Planned Giving
4. Scholarships, Fundraising, President's Associates

### III. ORGANIZATIONAL CHART

*An organizational chart, setting forth the structure discussed above, follows:*



## *Chapter 3*

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# ***FACULTY CONSTITUTION AND ORGANIZATION***

## **I. INTRODUCTION**

The achievement of the University's educational missions and objectives rests primarily and ultimately with its faculty. How well this responsibility is carried out depends largely on the manner in which the faculty is organized to perform its assigned tasks. Thus, it is essential that the members of the university community recognize this method of organization.

The Bylaws of Northwest Nazarene University establish the faculty as the authoritative body that is to perform the necessary and proper functions in the educational life of the University (Article VIII.2 of the University Bylaws). A copy of the University Bylaws may be found in the Appendix to this document.

The faculty is organized into departments and groups of departments called schools. This type of departmental and school organization, along with certain other administrative units, allows the faculty to pursue its assigned tasks.

## **II. FACULTY CONSTITUTION**

### ***PREAMBLE***

We, the faculty of Northwest Nazarene University, desiring to define clearly our purpose and our responsibilities to NNU, do hereby set forth this constitution. We seek by such action:

1. To promote the overall welfare of NNU as described in its statement of mission,
2. To integrate faculty responsibilities with those of other segments of the campus community,
3. To provide the structure for the organization and operation of all faculty responsibilities,
4. To stress the importance of the role of the faculty in the success of NNU.

As professionals we desire to work with all segments of the campus community in utmost good faith. Our intent is not to categorize and separate, but rather to lay the foundation for efficient operation and interaction. Matters of faculty responsibility that are not stated herein are intended to be worked out according to the general guidelines and in the spirit of this constitution.

### ***ARTICLE I. THE FACULTY***

For the purpose of this constitution, the faculty of Northwest Nazarene University consists of persons who hold a position in affinity with the academic function of the University either through teaching or academic resources. These persons include the School Deans. All such persons are issued salary contracts from the academic affairs budget and are classified according to the faculty salary schedule as full-time or part-time

faculty. These people hereafter will be called teaching faculty. In addition, the definition of faculty is extended to include the chief administrative officers of the University (Article V.B.2).

## ***ARTICLE II. PURPOSE OF THE FACULTY***

### **A. THE FACULTY AS A WHOLE**

The purpose of the faculty as a whole is to provide for the academic excellence of the University. This responsibility includes such matters as requirements for admission and graduation, curriculum, the nature of degrees to be conferred, the University calendar, rules and methods for the conduct of the educational work of the University, and recommendations to the proper administrator concerning budgetary items that are needed to maintain or improve the academic quality of the University.

### **B. THE FACULTY AS INDIVIDUALS**

The primary purpose of the faculty as individuals is to teach the curriculum. This responsibility includes such matters as proficiency in one's academic discipline, ability to teach, preparation for class work, commitment to the University, and Christian commitment. Other items of faculty responsibility are listed in the *Faculty Handbook*.

## ***ARTICLE III. RELATIONSHIPS WITHIN THE FACULTY***

### **A. THE FACULTY AS A WHOLE**

The faculty as a whole is responsible for the academic integrity of the University (Article II). Most of this responsibility is delegated by the faculty to individual councils, committees, schools, and departments in order to consider all matters efficiently. At times, the faculty as a whole will discuss, recommend, and take action on items of a broad academic nature that are major policy issues. These items should normally be considered by a council before presentation at a faculty meeting.

The faculty as a whole may initiate recommendations and actions to be carried out by the various councils and committees. It may also make recommendations to the trustees, administration, schools, departments, individual faculty members, or the student body on any items of an academic nature or related to the academic integrity of the University (Article V.A.2.e).

The faculty as a whole should be aware of all academic decisions through school representatives to committees and councils, minutes of meetings, and annual reports to faculty meetings.

### **B. COUNCILS AND COMMITTEES**

The faculty through its councils and committees discusses, recommends, and takes action on the jurisdiction that is assigned to that council/committee in the *Faculty Handbook*. Councils and committees may ask for input from the faculty as a whole on items of importance where there is strong disagreement. All councils and committees are responsible for keeping the faculty as a whole apprised of their activity through school representatives, minutes, and annual reports.

### **C. SCHOOLS AND DEPARTMENTS**

The faculty through its schools and departments discusses, recommends, and takes action on items of an academic nature that relate to a specific discipline of study. Schools and departments may present items for consideration by councils, committees, or the faculty as a whole. All schools and departments have the opportunity and responsibility to share with the faculty as a whole their concerns and accomplishments at faculty meetings.

### **D. THE FACULTY AS INDIVIDUALS**

The faculty as individuals contribute to the departments and schools of which they are members, to the councils and committees of which they are members, and to the faculty as a whole through faculty meetings. They also serve as avenues of communication between departments and schools on the one hand and councils and committees on the other.

## ***ARTICLE IV. RELATIONSHIPS WITH OTHER CAMPUS GROUPS***

### **A. CHURCH OF THE NAZARENE**

NNU is an institution of the Church of the Nazarene. The denominational statement of faith is printed in Chapter 1.

### **B. BOARD OF TRUSTEES**

The final authority for determining the nature, structure, and policies of the University resides in the Board of Trustees. The board is also the employer of the faculty and is responsible for determining the conditions of employment and salary. The faculty as a whole elects five representatives to the Board of Trustees: the Faculty Chairperson, the Faculty Vice Chairperson, and three at-large representatives. These individuals will represent faculty interests to the Board of Trustees as non-voting ex officio representatives. The Faculty Chairperson will be responsible for recommending faculty representatives to specific committees.

### **C. ADMINISTRATION**

The President is the chief administrative officer of the University. The President and the various vice presidents are responsible for administering the affairs of the University consistent with the Bylaws of the University and as directed by the Board of Trustees. In addition, there are many administrative personnel who work with the chief administrative officers in servicing the needs of the University. A member of the administration is represented on most faculty councils and committees.

The faculty interacts with the administration in the following ways:

1. On academic matters, the faculty interacts through faculty meetings and various faculty councils and committees.
2. On employee policy matters, such as employment contracts, salary scale, due process procedures, grievance procedures, teaching loads, sabbaticals, and leaves of absence, the faculty interacts through the Faculty Policy Council.

3. On rank and tenure matters, the faculty interacts through the Committee on Rank and Tenure.
4. On academic budget matters, the faculty interacts through the Academic Administrative Council.
5. The President may at his/her discretion establish an advisory commission that would serve as a liaison between the administration and the faculty. This commission would serve as a sounding board of general faculty opinion on matters of concern to either the administration or the faculty.

#### **D. STAFF**

The staff of the University provides many of the services that are needed by the faculty. They assist the faculty in the daily preparation for teaching.

#### **E. STUDENTS**

The primary setting for faculty-student interaction is in the classroom, but faculty are also involved with students in counseling, coaching, advising, and assisting with various student groups. Student representatives serve on many faculty councils and committees.

### ***ARTICLE V. FACULTY MEETINGS***

#### **A. PURPOSE**

As stated in Article II, the principal responsibility of the faculty is to provide for the academic excellence of the University. While councils, committees, schools, and departments do much of this work in smaller groups, the faculty as a whole will meet on a regular basis to provide oversight. The following items are intended to provide guidance in setting the agenda for faculty meetings.

1. ***To inform***
  - a. Instructions on future events and academic procedures
  - b. Items of a general nature for the good of all
  - c. Reports from the administration, councils, committees, schools, departments. All faculty councils and committees will be required to make an annual written report to the faculty. These reports will be submitted in the spring of each year to the Faculty Secretary and are to be kept in a permanent file in the Office of Academic Affairs.
2. ***To approve by voting***
  - a. Graduates of the University
  - b. Committee members on designated committees
  - c. Faculty Chairperson, Vice Chairperson, Secretary, and the three at-large faculty representatives to the Board of Trustees
  - d. Significant academic policies of a broad nature
  - e. Recommendations to the trustees, administration, schools, departments, councils, committees, the faculty as a whole, individual faculty members, or the student body on any items of an academic nature or related to the academic integrity of the University. Recommendations to the trustees will be routed through the President of the University. Normally, items of recommendation will not be voted on until considered by one of the faculty committees or

councils. Recommendations that are approved will be sent to the appropriate group by the Faculty Secretary. Reactions and responses will normally be given at the next faculty meeting.

3. ***To discuss***

Opportunity will be given for individual faculty members to express their concerns, problems they are facing, and questions about campus activities. Faculty meetings can serve as a first stage clearing house for creative ideas and concerns. They will also serve as a forum for discussion of larger issues that affect all faculty members.

4. ***To instruct***

On occasion faculty meetings will be used as a forum for topics of interest. Outside speakers, admonitions from the Vice President for Academic Affairs, and talks by faculty members on what is working in their area are some possibilities.

5. ***To recognize achievements***

- a. Personal
- b. Departmental
- c. University-wide

**B. ATTENDANCE**

- 1 All persons classified as teaching faculty members (Article I) are expected to attend.
- 2 Full faculty rights of attendance and voting are extended to the following administrative faculty (Article I):
  - a. President of the University
  - b. Vice President for Academic Affairs
  - c. Vice President for Enrollment Services and Marketing
  - d. Vice President for Financial Affairs
  - e. Vice President for Student Development
  - f. Vice President for University Advancement
- 3 Privileges of attendance are granted to adjunct faculty and administrative personnel. Such persons may have the right to the floor at the discretion of the chair, but not the privilege of voting.
- 4 Regular participants may invite guests (including resource persons) provided the host is identified and the guests are introduced at the beginning of the session. Such guests may have the right to the floor at the discretion of the chair, but not the privilege of voting.
- 5 The teaching faculty as a whole may conduct executive sessions to discuss items of a sensitive nature. Attendance will be limited to the teaching faculty only (Article I). Such meetings will be authorized by a majority vote of the teaching faculty only (Article I) at a duly held faculty meeting. The Faculty Chairperson will serve as the chair of executive sessions.

**C. VOTING PRIVILEGES**

1. All persons classified as teaching faculty members (Article I) who are employed at least half time are entitled to vote.

2. All persons who are classified as administrative faculty (Article V.B.2) are entitled to vote.

#### **D. OFFICERS**

1. The President of the University will ordinarily serve as the convener of all faculty meetings.
2. The Vice President for Academic Affairs may serve as the convener of the faculty meeting in the absence of the President. The Vice President for Academic Affairs is the chief academic officer of the University and is responsible for giving academic leadership to the faculty.
3. The Faculty Chairperson may serve as convener and will serve as the chair of all faculty meetings and will present the designated agenda. This person will also serve as one of five faculty representatives to the Board of Trustees. The Faculty Chairperson will be elected for a two-year term by vote of the faculty only (Article I) and may not serve more than two successive terms. Three nominees who are full-time faculty members with tenure and associate or full rank will be presented by the Committee on Committees near the end of the academic year. No person may serve simultaneously as Faculty Chairperson and School Dean.
4. The Faculty Vice Chairperson will serve as the chair of the faculty meeting in the absence of the Faculty Chairperson. This person will also serve as one of five faculty representatives to the Board of Trustees. The Faculty Vice Chairperson will be elected by vote of the faculty only (Article I) for a two-year term in alternate years from the Faculty Chairperson. This person may not serve more than two successive terms. Three nominees who are full-time faculty members with tenure and associate or full rank will be presented by the Committee on Committees near the end of the academic year. This person may not be from the same school as the Faculty Chairperson.
5. The Faculty Secretary will record the minutes of the meeting and distribute them to all faculty members within one week following the faculty meeting. The Faculty Secretary will serve as a member of the Agenda Committee. The Faculty Secretary will be elected by vote of the faculty only (Article I) for a two-year term and may serve two or more successive terms. Three nominees who are full-time faculty members with a minimum of three years service at NNU will be presented by the Committee on Committees near the end of the academic year.
6. The parliamentarian will provide for the proper order of business and discussion. The parliamentarian will be appointed annually by the Vice President for Academic Affairs.
7. The three at-large representatives to the Board of Trustees will be elected for three-year terms by vote of the faculty only (Article I), and they may serve two or more successive terms. Only one representative will be elected each year. Three nominees who are full-time faculty members with tenure and associate or full rank at NNU will be presented by the Committee on Committees near the end of the academic year. One of these nominees will be the incumbent representative unless he/she declines to be nominated again.

#### **E. AGENDA**

1. The agenda for faculty meetings will be determined by the Agenda Committee composed of the following members:
  - a. President of the University
  - b. Vice President for Academic Affairs

- c. Faculty Chairperson
  - d. Faculty Vice Chairperson
  - e. Faculty Secretary
2. The agenda will be sent to all faculty members by the Faculty Secretary at least three school days before faculty meetings.
  3. Any council, committee, school, department, administrator, or faculty member may present items to the Agenda Committee to be considered for a faculty meeting.

## **F. PROCEDURES**

1. A schedule of regular monthly meetings of the faculty at an appropriate time for the faculty will be established by the Vice President for Academic Affairs at the beginning of each school year. The schedule will be printed in the University calendar and the *Campus Communicator*. Additional meetings or the postponement of meetings may be determined by the Agenda Committee.
2. Special meetings of the faculty may be called by the President at his/her discretion, with appropriate notification to the Agenda Committee and the faculty.
3. A quorum of 50 percent of the total voting members is required to conduct business.
4. Items of business require a favorable vote from a majority of the ballots cast in order to pass. In faculty elections, the faculty, by a majority vote, may choose to elect by a plurality vote.
5. All elections of faculty officers and committee members will be by ballot.
6. Items that are not on the agenda may be brought to the floor at the current faculty meeting by a majority vote of the faculty members present. If passed, the items will be placed at the top of “new business” on the agenda.
7. Business and discussion will be conducted according to the most recent edition of *Robert's Rules of Order*.

## **G. FACULTY HEARINGS**

A faculty hearing is a specially called meeting of the faculty designed to gather information about an important issue and to determine the will of the faculty as a whole. The purpose of the hearing is to allow all sides of an issue to be heard. A hearing may be called by one of the following:

1. A majority vote at a regular faculty meeting may request that a hearing be held.
2. A council/committee which is strongly divided over an issue or which believes that an issue is of such magnitude that more faculty members should be involved in the decision may request that a hearing be held.
3. A school that believes that a serious error of policy has been made by a council/committee may request that a hearing be held.

4. The President of the University or the Vice President for Academic Affairs may request that a hearing be held.

A request for a hearing must be in writing and must clearly state the issue involved and the reasons for the hearing. When such a request is received by the Agenda Committee, it will schedule a special faculty meeting for this purpose and advertise it to the faculty in the normal procedure. The Faculty Chairperson will serve as the chair of a faculty hearing. The person or group that requested the hearing will first present its case. Discussion will then proceed according to *Robert's Rules of Order* until all faculty members have had an opportunity to speak. The person or group that requested the hearing may ask that a straw vote be taken on the issue. The issue will then return to the person or group that requested the hearing or to the faculty as a whole, as the case may be, where a final decision will be made.

## ***ARTICLE VI. COUNCILS AND COMMITTEES***

### **A. PURPOSE**

The purpose of councils and committees is to expedite the work of the administration and faculty. The work of each council and committee must be viewed fundamentally as delegated responsibility from either the administration or the faculty as a whole. All councils and committees will report to the administration or the faculty as a whole through minutes and annual reports. Matters of policy making are to be approved finally by either the administration or the faculty as a whole unless otherwise indicated by the delegation of responsibility.

### **B. DISTINCTIONS BETWEEN COUNCILS AND COMMITTEES**

The basic purpose of councils is to discuss, recommend, and take action on matters of policy as related to their assigned jurisdiction. The basic purpose of committees is to discuss, recommend, and take action on matters of implementation as related to their assigned jurisdiction.

### **C. TYPES OF COUNCILS AND COMMITTEES**

There are two distinct types of councils and committees. The *Faculty Handbook* lists the committees of each type.

1. Faculty councils and committees report to the faculty.
2. Administrative councils and committees report to an administrator.

### **D. JURISDICTION**

Each council and committee is assigned a jurisdiction in the *Faculty Handbook*. The jurisdiction for faculty councils and committees is determined by the faculty as a whole upon recommendation by the Committee on Committees. The jurisdiction for administrative councils and committees is determined by the administration. Conflicts over faculty committees'/councils' jurisdiction will be resolved by the Committee on Committees with appeal to the Vice President for Academic Affairs.

## **E. STRUCTURE**

Each year prior to faculty elections and appointments, the Committee on Committees will review the overall committee structure for the following year and make recommendations to the faculty as a whole or the appropriate administrator concerning the addition or deletion of committees or changes in the jurisdiction or membership.

## **F. TIME OF MEETING**

At the beginning of each academic year the Vice President for Academic Affairs will publish a list of all committee assignments and the time of meeting. An attempt will be made to coordinate the meeting times and spread them throughout the month.

## **G. CHAIRPERSON**

The chairperson of each faculty council and committee will be a member of the faculty (Article I).

## **H. MEMBERSHIP**

Membership on the various councils and committees is designated in the *Faculty Handbook*. Elected positions for the following year are filled by nomination from the Committee on Committees and vote of the faculty near the end of the academic year. As a general guideline, the membership of councils will be no larger than fifteen and that of committees no larger than ten in order to carry out their responsibilities effectively. Council and committee assignments will be distributed among the faculty as widely as possible and will attempt to represent all schools fairly. Faculty members will not be elected to serve on more than three councils or committees.

## **I. AD HOC COMMITTEES**

The President of the University, the chief administrative officers, or the faculty as a whole may create an ad hoc committee to consider matters that are not appropriate for any standing committee's jurisdiction. Ad hoc committees created by the faculty as a whole will normally be first proposed by the Committee on Committees and then approved in a faculty meeting. It is recommended that ad hoc committees be used rarely.

## **J. RECONSIDERATION OF COUNCIL/COMMITTEE DECISIONS**

If a faculty member believes that a council/committee has made a major error of decision, he/she may seek a reconsideration of that decision in the following manner. The faculty member should first approach his/her school representative to ascertain the facts of the case. The faculty person will then ask the School Dean to have the matter discussed in a school meeting. If a majority of the school faculty approve, a request will then be sent to the chairperson of the committee involved. The committee chairperson will schedule a time when the faculty person and members of his/her school will be allowed to present their case to the committee. The committee will then vote by ballot on the issue and notify the school of its decision. If the school still wishes to pursue the matter, it may request that a faculty hearing be held and that a vote of the faculty as a whole be taken at a faculty meeting. A majority vote of the faculty is necessary to override a committee decision.

### ***ARTICLE VII. BYLAWS***

Bylaws may be adopted to implement but not amend this constitution. Bylaws may be proposed by any faculty member. To be considered, proposed Bylaws must be submitted in writing to the Faculty Policy Council. If the proposed Bylaws are approved by the Faculty Policy Council, the council will notify the Agenda Committee and the Faculty Secretary will circulate the proposed bylaws in writing to all voting members of the faculty at least two weeks prior to the time of consideration. Such Bylaws will become effective when approved by a majority vote of the faculty. The action of the faculty will be reported to the Board of Trustees.

### ***ARTICLE VIII. AMENDMENTS***

Amendments to this constitution may be proposed by any faculty member. To be considered, proposed amendments must be submitted in writing to the Faculty Policy Council. If approved by the Faculty Policy Council, the council will notify the Agenda Committee, and the Faculty Secretary will circulate the proposed amendments in writing to all voting members of the faculty at least two weeks prior to the time of consideration. Such amendments will become effective when approved by both a two-thirds vote of the faculty and by the Board of Trustees.

### ***ARTICLE IX. ADOPTION***

This constitution will be adopted upon the affirmative vote of a majority of the faculty of the University at a meeting announced for this purpose two weeks in advance. Copies of this constitution will be in the hands of the faculty at least two weeks prior to the meeting. The action of the faculty will be reported to the Board of Trustees for ratification.

## *Chapter 4*

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# ***FACULTY PERSONNEL POLICIES AND PROCEDURES***

## **I. STATEMENT OF EMPLOYMENT OPPORTUNITY**

### **A. INTRODUCTION**

Northwest Nazarene University is an Equal Opportunity employer and will not discriminate against any person because of race, color, sex, age, national origin, or physical or mental handicap, unless such conditions constitute bona fide occupational or assignment disqualifications or prevent the person from performing the essential functions of his/her assignment. The University will state its position as an Equal Opportunity employer through all advertising, job notices and contracts.

The Director of Human Resources and all persons who have hiring authority will periodically review his/her present personnel policies and practices in an effort to assure that Equal Opportunity is being actively implemented and that no employee or applicant for employment or promotion will suffer any form of discrimination.

### **B. RECRUITMENT AND HIRING PRACTICES**

1. All members of the University community will be informed of the University's status as an Equal Opportunity employer. When recruiting, the School Dean, School Dean, Department Chair, Vice President for Academic Affairs and administrators will consult, where appropriate to the position being filled, recruiting resources specializing in placement of non-traditional and minority persons.
2. Plans for recruitment will be submitted to the Vice President for Academic Affairs prior to the search for faculty.
3. Announcements of faculty positions used by NNU will include the statement: "Northwest Nazarene University is an Equal Opportunity employer. As an educational institution operating under the auspices of the Church of the Nazarene, Northwest Nazarene University is permitted, and reserves the right, to prefer employees on the basis of religion (Title VII, Sections 702-703, United States Civil Rights Act of 1964 as amended)." The exclusion of this statement from any faculty position announcement must be approved in advance by both the Director of Human Resources and the Vice President for Academic Affairs. At the option of the applicant, pre-employment procedures will identify sex, ethnicity and other data.
4. Appropriate individuals within the academic sector must submit an annual report to the Human Resources Office summarizing the sex and ethnic origin of new full-time faculty and applicants to full-time faculty position openings.

## **II. EQUAL ACCESS TO EMPLOYMENT OPPORTUNITIES**

The purpose of this section is to assure individuals of equal access to employment opportunities. The University is guided by a desire to be fair in its employment practices and to celebrate the value of cultural diversity within the University community.

The basic procedures to be followed for hiring faculty at the University are the following:

1. No faculty position may be filled without coordinating its recruitment and hiring efforts through the office of the Vice President for Academic Affairs and the Human Resources Office.
2. A search for a position requires the academic unit filling the position to submit (prior to implementation) its plan for recruitment to the Vice President for Academic Affairs and the Human Resource Office. Positions will (at a minimum) be filled through the procedures outlined herein. Any academic unit of the University requesting a variance in a hiring practice must request and receive approval for the specific variance from both the Director of Human Resources and the Vice President for Academic Affairs. Approvals must be granted prior to any initial posting of the position.
3. If qualified and identified protected class candidates materialize during the applicant stage, they should be included in the finalist pool (short list) from which interviewees are selected. Prior to extending an offer of employment to a candidate, a final review of the process and support documentation will be made by the Human Resources Office. Without the Human Resources Office's final approval of this process and documentation, no contract may be issued by the institution.

Any questions or concerns regarding the employment and hiring practices of Northwest Nazarene University should be addressed to the Director of Human Resources, NNU, 623 Holly, Nampa, ID 83686. Questions regarding internal compliance should be addressed to the Vice President for Academic Affairs who will (within ten working days) forward the matter to the Human Resources Office.

## **III. HIRING OF FACULTY MEMBERS**

### **A. APPOINTMENT OF FULL-TIME AND PART-TIME FACULTY**

Persons appointed to the faculty of Northwest Nazarene University must be individuals who live a vital Christian life that is communicated to students and who are active in a local Christian congregation. Preference in appointment of persons to the faculty of Northwest Nazarene University shall be given to members of the Church of the Nazarene, then to persons who are of the Wesleyan theological persuasion, then to otherwise qualified candidates. Persons appointed to the faculty in the School of Theology and Christian Ministries must be Wesleyan by theological conviction and practice. (*Manual*, Church of the Nazarene)

Priority for filling faculty positions is established by the Deans' Council chaired by the Vice President for Academic Affairs. Priorities must be consistent with the academic long-range plan. Once new faculty positions have been authorized, new faculty members are appointed in accordance with the following procedure:

1. The Vice President for Academic Affairs or School Dean will appoint a person to direct the search process. This person would normally be the Department Chair or the School Dean. This person will form a Search Committee composed of appropriate persons to assist in the search process.
2. The Search Committee will coordinate its efforts with the campus Human Resources Office in order to ensure compliance with the Equal Opportunity policy of NNU.
3. The Search Committee will initiate a search to fill the vacant faculty position and will file a recruitment plan with the Vice President for Academic Affairs. An announcement of the faculty position will be prepared in consultation with the Vice President for Academic Affairs. Guidelines for advertising and for distributing the position announcement can be found in the *Faculty Handbook*.
4. During the application period, the Search Committee will keep the Vice President for Academic Affairs apprised of the progress on a regular basis. At the conclusion of the application period, the Search Committee will prepare a file for each of the finalists, including the application form and the committee's evaluation of each candidate.
5. The Search Committee and the appropriate School Dean and Department Chair will rank the order of the finalists and send a joint recommendation to the Vice President for Academic Affairs.
6. Upon approval by the Vice President for Academic Affairs, the candidate(s) may be invited to the campus for an interview. See the *Faculty Handbook* for the interview procedure.
7. Following the interview, the Search Committee will forward its recommendation to the School Dean. If the recommendation is to hire, the School Dean, in consultation with the Department Chair will determine the initial rank placement (see V.D). The School will then forward the recommendation to hire along with the initial rank to the Vice President for Academic Affairs. If the Vice President for Academic Affairs is in agreement with these recommendations, he/she will forward them, along with an evaluation of the candidate's position on the salary scale, to the President. If, after consultation with the President, the Vice President for Academic Affairs does not accept the recommendation, the Search Committee and the School Dean will be notified in writing of the decision.
8. The Search Committee will provide to the Vice President for Academic Affairs and the Human Resources Office a report which will include a numeric summary of the gender and ethnic origin of the applicants.
9. The Vice President for Academic Affairs or the relevant School Dean shall submit a report of the selection process that was used to the Human Resources Office for final review.
10. The President shall decide whether to make an offer of employment to the recommended candidate. The President is authorized to offer an initial one-year faculty contract to a prospective faculty member.
11. If the President makes an offer of employment, a contract and cover letter will be transmitted to the prospective faculty member. The President shall provide the Executive Committee of the Board of Trustees a packet of all materials used to make the hiring decision and shall note in the report if the new faculty member is not of Wesleyan theological persuasion. The President shall report to the Board of Trustees at each of its regular meetings all faculty hiring.

12. All correspondence and other materials concerning the prospective faculty member generated during the search process, including letters of recommendation, the offer of position, etc., will become part of the faculty member's employment file.
13. All other candidate files will be retained in the Human Resource Office for one year, and then will be destroyed.

#### **B. APPOINTMENT OF ADJUNCT FACULTY**

Adjunct faculty members are hired by the University administration. Authorization for offering an adjunct contract is given by the President upon recommendation of the Vice President for Academic Affairs. Adjunct faculty members are hired on a semester-by-semester basis. The procedure is found in the *Faculty Handbook*.

#### **C. APPOINTMENT OF COMMUNITY LEARNING AFFILIATES**

Community learning affiliates are hired by the University administration. Approval by the Board of Trustees is not required for the hiring of community learning affiliates. Community learning affiliates are hired on a semester-by-semester basis. As members of the community providing valuable but supplementary services to NNU, they will sign a broadly worded letter of understanding that outlines their instructional responsibilities and their agreement to communicate respect for the mission and faith tradition of the University. The hiring procedure is found in the *Faculty Handbook*.

### **IV. POLICY ON FACULTY CONTRACTS AND TENURE**

#### **A. BASIC PHILOSOPHY**

Northwest Nazarene University subscribes to the concept of tenure. Tenure is a principle that entitles a faculty member to continuation of his or her annual appointment until voluntary or involuntary termination as described below. The burden of proof that tenure should be awarded rests with the faculty member. The award of tenure shifts the burden of proof concerning the faculty member's continuing appointment from the faculty member to the University. This tenure system is designed for the benefit and protection of both the individual and the institution. The mutual acceptance of such a relationship follows the satisfactory conclusion of carefully prescribed evaluation procedures.

The probationary period gives the University an opportunity to observe and evaluate the quality of service of the faculty member. Likewise, it gives the faculty member an opportunity to observe and evaluate his or her own suitability to the institution. The School Dean, Committee on Rank and Tenure, and the Vice President of Academic Affairs, the President, and the Board of Trustees, are charged with the responsibility of judging the qualifications of the faculty member for tenure. The faculty member accepts the responsibility of assessing his or her own suitability to the mission, aims, and purposes of the University. Although this mutual evaluation occurs at each contract renewal, it becomes critical at the time of tenure consideration.

A faculty member who successfully completes both the probationary period and the evaluation procedures that precede appointment to tenure, who finds the distinctive characteristics and expectations of the University acceptable, and who receives the necessary prescribed recommendations and final approval of the Board of Trustees shall be granted tenure and not be terminated except as hereinafter provided.

#### **B. POLICIES**

1. **Written Contract**

Each full-time faculty member is employed under a contract which specifies the terms and conditions of appointment. A copy is retained by both the faculty member and the University.

2. **Types of Contracts**

- a. **One-year contracts.** One-year contracts will be used under the following circumstances:
  - i. All new faculty members will receive one-year contracts.
  - ii. All part-time faculty members will receive one-year contracts.
  - iii. Other faculty members who are not approved for tenure may receive one-year contracts.
- b. **Tenure.** The tenure contract is a continuous contract.
- c. **Letters.** Adjunct faculty, instructors, and community learning affiliates are informed of their appointment by letter-contract.

3. **Definition of Years of Service**

A year of service is defined as two semesters of full-time teaching (or equivalent) for the purposes of tenure. While summer teaching and leave-of-absence times do not count as years of service, sabbatical time does count in the calculation.

4. **Probationary Period**

The probationary period is five years of full-time service at Northwest Nazarene University.

- a. New faculty tenured at another university may have all or part of this probationary period waived.
- b. Faculty members having at least three years of full-time teaching at another college or university may be considered for tenure after three years of service at Northwest Nazarene University.

5. **Adjunct Teaching Not Applicable**

Adjunct teaching does not apply toward the probationary period.

6. **Requirements for Tenure**

Successful candidates for tenure embody those qualities outlined under section V of this chapter, Policies for Faculty Rank and Promotion, to such an extent that there is good reason to believe that such qualities will persist throughout the individuals' careers. By the time a faculty member applies for tenure, he/she is expected to have developed these qualities to the extent described in the three items below. Likewise, the application for tenure should address specifically these items.

- a. **Teaching and Advising.** Tenure candidates will be assessed by student evaluations of teaching; self-evaluation; outcome measures for department; Department Chair evaluations; observation report from within the discipline (inside or outside of NNU); and evidence of number of advisees and quality of advisement.

Given that the main task of Northwest Nazarene University is education, the primary quality for consideration for rank and tenure is excellence in teaching. It is understood that not all candidates for tenure receive the highest teaching evaluations by students, but the successful candidate's commitment to excellence is evidenced by (a) command of the subject matter; (b) the ability to organize a course and communicate the material in an

appropriate manner; (c) a demonstrated concern for students; and (d) successfully uniting the subject matter with other disciplines and with Christian faith and practice.

- b. **Scholarship.** Successful tenure candidates will demonstrate scholarship as a complement to and extension of their primary commitment to teaching. This scholarship can take a variety of forms, as outlined in the *Faculty Handbook*. This scholarship is documented by communication with others through informal dialogue, formal presentations, seminars, papers, performances, or publications. It may also be documented by practice of the skills of the profession outside the University, such as paid consulting activities.
- c. **Service.** Successful tenure candidates will pursue service endeavors at the University, such as participation in committee and faculty meetings, active participation in a religious community, advising and mentoring students. Other activities also include church, professional, and/or general community service.

7. **Tenure Not Automatic**

No statement either expressed or implied in this policy shall imply that recommendation for or approval of tenure is automatic. Tenure is given only by the vote of the Board of Trustees. At the time of tenure consideration, the Board Committee receiving the recommendation will review the faculty member's tenure file.

8. **Tenure Tied to Rank**

Only associate and full professors may be recommended for tenure (see section V of this chapter for rank definitions). Assistant professors who are applying for promotion to associate professor may apply for tenure at the same time.

9. **Tenure for Teaching Faculty Only**

Tenure is applicable only to teaching faculty. It does not apply to administrative faculty. Teaching faculty members with tenure who are appointed to administrative positions retain their tenure as teaching faculty members, but not as administrators. An administrator who meets all of the criteria for tenure may be granted tenure as a teaching faculty member while serving in an administrative appointment.

10. **Five Year Review**

Each tenured faculty member submits a complete evaluation package for review every five years. In the case of an unsuccessful review, the faculty member will be evaluated annually until a satisfactory review occurs, at which point the five year evaluation cycle resumes, or until discontinuation of employment under the conditions described below.

11. **Termination**

A termination of a tenure or one-year contract may occur only under the following circumstances:

- a. **Voluntary resignation.** In light of the needs of the University, it is requested that notice of intention to resign be given at least four months before the opening of the fall semester.
- b. **Retirement.** Northwest Nazarene University has no mandatory retirement age. However, in light of the needs of the University, it is requested that all retiring employees submit in writing a notice of retirement at least four months prior to the fall semester of the academic year in which retirement is desired.
- c. **End of contract.** The University may choose not to renew a one-year contract.

- d. **Dismissal for cause.** Dismissal for cause is a severance action by which Northwest Nazarene University terminates its contract with a faculty member for just cause. Just cause is defined as one or more of the following:
- i. Three successive unsatisfactory reviews (See 10 above);
  - ii. Teaching incompetence despite prior oral and written warnings and efforts at remediation;
  - iii. Incompetence in scholarly activity or the absence of such scholarly activity despite prior oral and written warnings;
  - iv. Neglect of duty despite prior oral and written warnings;
  - v. Dishonesty in teaching or research;
  - vi. Violation of the rights or academic freedoms of fellow faculty members, staff, and/or students;
  - vii. Falsification or material misrepresentation of credentials and/or experience;
  - viii. Personal or professional conduct that prohibits the individual's ability to perform faculty responsibilities, as defined in the "Bill of Rights and Responsibilities;"
  - ix. Advocating views that are not in harmony with standards and practices of the Church of the Nazarene;
  - x. Engaging in conduct that is not in harmony with standards and practices of the Church of the Nazarene, including without limitation: use of illegal drugs, use of alcohol as a beverage, use of tobacco, immoral behavior (such as adultery, fornication, practice of homosexuality, or use of pornography), use of profanity and vulgarities, conviction of a felony, and conviction of a misdemeanor involving moral turpitude.
- e. **Layoff.** Layoff is a severance action by which the University terminates the services of a faculty member without prejudice as to the faculty member's performance. Layoffs occur as a result of the loss of academic programs not involving financial problems or retrenchment. If within a two-year period of a faculty member's layoff the University opens a position in the same discipline or in another discipline for which the faculty member may qualify, the faculty member laid off will be the first one to whom the position is offered.
- f. **Financial Problems/Retrenchment.** The Board of Trustees has the ultimate obligation and authority to govern the University. If the Board of Trustees or the President of the University determines that a serious financial problem exists or that other circumstances require consideration of a serious reduction in existing programs or an involuntary elimination of administrative, faculty, administrative personnel, or staff positions, the Board of Trustees may undertake action resulting in reduction or elimination of existing programs or administrative, faculty, administrative personnel or staff positions.
- g. **Prolonged mental or physical illness.** If a tenured faculty member is unable to perform all or a substantial part of the faculty member's duties for a period of more than six months because of ill health or similar causes despite reasonable accommodations, the faculty member may request an indefinite leave of absence without pay until such time as the faculty member is able to resume regular teaching duties. This request will be accompanied by medical evidence of disability and presented to the Vice President for Academic Affairs.

If a one-year contract faculty member is unable to perform all or a substantial part of the faculty member's duties for a period of more than six months because of ill health or similar causes despite reasonable accommodations, the University may terminate the appointment at the end of the contract period. If a faculty member returns to work for less than thirty days,

and then goes back out on leave, the earlier absence and subsequent absence shall nevertheless be deemed continuous.

A decision by the University to terminate an ill or disabled faculty member will be reached only after the faculty member or representative has been afforded an opportunity to present the faculty member's concern and to respond to the record of failure to perform. This record will be reviewed before a final decision is made by the President and referred to the Board of Trustees for action.

The University will, in each case, work within the disability program to ease the burden of any such medical termination.

### **C. PROCEDURES**

#### **1. Procedure for Obtaining Renewal of One-year Contracts**

The appropriate School Dean, after consultation with the Department Chair, will make recommendations concerning all one-year contracts, other than contracts for new faculty members, to the Vice President for Academic Affairs who in turn will take the recommendations of the School Dean and those of his/her own to the President. The President is authorized to approve all one-year contracts. This procedure will be carried out each year.

If the faculty member for whom a recommendation is being made has no teaching duties, the recommendation of a School Dean may be replaced by a recommendation of an appropriate administrative officer.

#### **2. Tenure Process**

The process for tenure consideration begins with written recommendations to the Committee on Rank and Tenure by both the Department Chair and School Dean who submits it to the Vice President for Academic Affairs. All recommendations received by the Vice President for Academic Affairs no later than October 1 will be considered for tenure for the ensuing year. The Vice President for Academic Affairs then forwards all tenure portfolios to the Committee on Rank and Tenure within three business days. The Committee on Rank and Tenure makes a recommendation to the Vice President for Academic Affairs, who makes a recommendation to the President of the University, who in turn makes a recommendation to the Board of Trustees. To be considered by the Board, the candidate must have positive recommendations from the Committee on Rank and Tenure, the Vice President for Academic Affairs, and the President of the University.

If a candidate is not recommended for tenure by the Committee on Rank and Tenure, Vice President for Academic Affairs, and/or President of the University, he/she shall receive written notification, including reasons for the decision, by February 1. If a candidate is denied tenure by the Board of Trustees, he/she shall receive written notification, including reasons for the decision, within 3 days of the Board action. A candidate who has been denied tenure may reapply for tenure the following year.

#### **3. Dismissal for Cause**

The following procedure will be used in all matters involving dismissal for cause. This procedure is intended to protect both the interest of the faculty member and the University.

- a. A recommendation of dismissal for cause must be made to the Vice President for Academic Affairs through the administrative structure.

- b. Dismissal for cause based on incompetence or neglect of duty will only be brought forward following the normal faculty evaluation system of the University, within which the faculty member has been afforded an opportunity to address and alleviate the problem.
- c. If the Vice President for Academic Affairs concurs that adequate grounds for dismissal for cause exist, a meeting will be held between the Vice President for Academic Affairs and the faculty member. At this meeting, a mutual agreement may be reached that may include voluntary termination of employment or some lesser sanction. If a mutual agreement is not reached, the Vice President for Academic Affairs will make a recommendation to the President that the faculty member be dismissed for cause.
- d. If the President concurs that adequate grounds for dismissal for cause exist, a meeting will be held between the President and the faculty member. At this meeting, a mutual agreement may be reached that may include voluntary termination of employment or some lesser sanction. If a mutual agreement is not reached, the President will transmit the Vice President for Academic Affairs' recommendation to the Faculty Evaluation Committee, composed of the faculty officers and chaired by the Faculty Chair. In the event that one of the faculty officers is the faculty member in question, the remaining officers shall comprise the committee. The President may, at his/her discretion, include a commentary on the recommendation.
- e. Upon receipt of the Vice President for Academic Affairs' recommendation from the President, the Faculty Evaluation Committee will meet within 5 days to informally inquire into the situation. Within 5 days after the meeting referenced in the immediately preceding sentence, the faculty evaluation committee will provide the President with its recommended course of action (which may include dismissal for cause or some lesser sanction). The Faculty Evaluation Committee's recommended course of action is intended to be informative only, and shall not be binding upon the President.
- f. Within 10 days following receipt of the Faculty Evaluation Committee's recommended course of action, the President shall meet again with the faculty member. At this meeting, the President will indicate to the faculty member the President's proposed course of action (the President will share the Faculty Evaluation Committee's recommended course of action with the faculty member). At this meeting, a mutual agreement may be reached that may include voluntary termination of employment or some lesser sanction.
- g. If a mutual agreement is not reached in the President's second meeting with the faculty member and if the President believes that the faculty member should be dismissed for cause, the President shall prepare a Statement of Intent to Dismiss, framed with particularity and referring to one or more of the definitions of just cause set forth in Section B.11.d above as grounds for the dismissal. The President shall deliver the Statement of Intent to Dismiss to the faculty member and to the Faculty Chair.
- h. Within 5 days after the President's delivery of the Statement of Intent to Dismiss to the faculty member and to the Faculty Chair, members of the Hearing Committee shall be selected as follows:
  - i. The faculty member, President and Faculty Chair shall meet for the sole purpose of selecting the members of the Hearing Committee.
  - ii. The Faculty Chair shall present to both the faculty member and the President a list containing the names of the pool of all tenured faculty members.

- iii. Each party, beginning with the faculty member, shall then identify one of the faculty members to not serve on the Hearing Committee. This process will continue with each party alternating in identifying faculty members to not serve, until five faculty members remain. Neither party must give a reason for the selection of a faculty member to not serve.
  - iv. The Faculty Chair shall declare the remaining five faculty members to be the members of the Hearing Committee, and shall notify those faculty members of their impending service on the Hearing Committee. Such members shall be trained for their service.
  - v. The last three faculty members stricken shall be identified as alternates (in inverse order in which they were stricken) in the event that one of the remaining five faculty members is unable to serve on the Hearing Committee. They shall be trained for their service if needed.
  - vi. The selection meeting shall be confidential and records of the selection meeting shall be kept only by the Faculty Chair. The record kept by the Faculty Chair should be sealed and added to the records of the Hearing Committee for delivery and storage by the Office of the Vice President for Academic Affairs, as directed in this policy (C.3.k).
- i. The Faculty Chair will convene the first meeting of the Hearing Committee no more than 5 days after the Hearing Committee selection meeting. The Faculty Chair's role in this first meeting is solely to convene the meeting and to assist the Hearing Committee in electing a chair of the Hearing Committee. As soon as the Hearing Committee has elected a chair, the Faculty Chair shall be dismissed from the meeting and shall not serve as a member of the Hearing Committee.

The Hearing Committee Chair shall have the authority to take action, to preserve decorum, to protect parties and witnesses, to rule on matters of procedure and evidence, and to otherwise direct the conduct of the hearing and working of the Hearing Committee. Within 5 days after the first meeting of the Hearing Committee, the Hearing Committee shall conduct a pre-hearing conference to be attended by the faculty member and President. The following matters are among the goals of the prehearing conference:

- i. Review existing documentation and identify any additional documents or tangible objects to be provided at the hearing;
- ii. Define or limit the issues to be decided by the Hearing Committee;
- iii. Obtain a clear statement of each party's desired outcome;
- iv. Identify and exchange witness lists and attempt to work through any scheduling conflicts with regard to such witnesses;
- v. Establish a schedule for the exchange of any additional documentation that may be used as exhibits in the hearing;
- vi. Discuss the prospect of summary disposition of the matter;
- vii. Explain and discuss hearing procedures and the order of presentation of evidence;
- viii. Schedule the time and location of the hearing before the Hearing Committee, which shall occur no more than 10 days following the pre-hearing conference.

Members of the Hearing Committee shall not engage in any investigative or fact-finding activities outside the authorization of the Hearing Committee. Individual members of the Hearing Committee shall not discuss the matter with any other member of the Hearing Committee or any individual outside of such a meeting or hearing.

All communications from the Hearing Committee will be issued by the Hearing Committee Chair and will go to both parties. All communications from either party to the Hearing Committee must be directed to the Hearing Committee Chair and must also be provided simultaneously to the other party.

- j. The hearing is to be closed to all except the members of the Hearing Committee, the faculty member, and the President.

The purpose of the hearing is to allow the Hearing Committee to gather information relevant to the matter at hand, and to hear arguments from the parties involved. During the hearing, each party will be allowed an opportunity to present an oral statement, documentary evidence, testimony from witnesses, and any other information that the party believes is pertinent to the matter. Each party will be provided an opportunity to ask questions of any other persons who testify during the hearing. In unusual circumstances, the Hearing Committee may elect to accept a witness's written statement in lieu of live testimony, in which case the identity of the witness and his or her statement shall be fully disclosed to the other party and opportunity given to respond to such statements. Each party will be responsible for securing the attendance of witnesses whose testimony will be offered by such party, including bearing the cost of presenting the witnesses. However, the Hearing Committee will reasonably assist each party by requesting witnesses attend and give testimony, and the Hearing Committee, itself, may call additional witnesses or request additional documentation. The Hearing Committee has the discretion to decide whether witnesses may be permitted to appear telephonically or through some other technological means without actually being present, the cost of which shall be borne by the University. Formal rules of evidence will not be followed; the Hearing Committee may receive any evidence that it believes to be relevant and of probative value.

The Committee may request additional documentation or interview additional witnesses at its discretion. Members of the Committee may ask questions of all witnesses testifying before the Committee and may ask for additional documentation if material to the Committee's decision.

The Hearing Committee will keep accurate records of its hearing and its actions. The hearing will be recorded electronically or by reporter. The original record shall be the property of the University. A copy will be made available, at cost, to the faculty member upon request. The record of the hearing and all documentation presented at the hearing will be considered confidential and accessible only to the Hearing Committee, except that all records pertaining to any given matter will be made available to the parties thereto upon request.

In the event that the faculty member refuses to participate in the hearing process as outlined herein, the Hearing Committee shall proceed to determine the merits of the matter in the absence of the faculty member.

- k. On the basis of all the pertinent evidence and after deliberation, the Hearing Committee shall make a finding of whether just cause exists. The Hearing Committee's decision shall be rendered in writing and shall include the Hearing Committee's rationale for its finding. The Hearing Committee's written decision shall be delivered to the faculty member and the President within 5 days of the completion of the hearing. Once the Hearing Committee has transmitted its decision to the parties, the Hearing Committee Chair will assemble all items of evidence and other documents that were considered in the matter, the record of the hearing,

the Hearing Committee's decision, and any other relevant and important records of the proceeding, and place them in the Hearing Committee's file on the case together with the original documentation submitted in connection with the matter. The records of the Hearing Committee will be sealed and delivered by the Hearing Committee Chair to the Office of the Vice President for Academic Affairs for safekeeping for a period of five years, after which time they will be destroyed.

- l. Within 5 days of receipt of the Hearing Committee's decision, the President shall deliver a copy of the Hearing Committee's decision to the Chair of the Executive Committee of the Board of Trustees, along with the President's written comments on the Hearing Committee's decision. Simultaneously, the President must deliver to the faculty member a copy of the President's written comments on the Hearing Committee's decision. The faculty member shall also be entitled to submit to the Chair of the Executive Committee of the Board of Trustees his or her written comments on the Hearing Committee's decision; provided, however, that such written comments must be delivered to the Chair of the Executive Committee (with a copy to the President) within 10 days of his or her receipt of the Hearing Committee's decision.
- m. Within 10 days of the receipt of the Hearing Committee's decision and any comments from the President and the faculty member, the Chair of the Executive Committee of the Board of Trustees shall convene a meeting (which may be telephonic) of the Executive Committee (which shall meet without the President) for the sole purpose of reviewing the Hearing Committee's decision and any written comments received from the President and/or faculty member. Based on this initial review, the Executive Committee may choose, in its sole discretion, to accept the Hearing Committee's findings and to direct the administration to proceed accordingly. In the alternative, the Executive Committee may choose to review the matter, which review will be based solely on the record of the Hearing Committee; that is, no new evidence may be presented or admitted before the Executive Committee. In this event, all records of the Hearing Committee regarding the matter shall be transmitted to the Secretary of the Executive Committee for the Executive Committee's use in its review. Such records shall be returned to the Office of the Vice President for Academic Affairs, along with the written decision of the Executive Committee, at the conclusion of the Executive Committee's review of the matter.

As part of the review of the matter, the Executive Committee will meet with the Hearing Committee to discuss the findings of the Hearing Committee, to provide the Hearing Committee with opportunity to comment on such findings, and to allow members of the Executive Committee to ask questions and/or seek clarification of issues from the Hearing Committee. Following the Executive Committee's meeting with the members of the Hearing Committee, the Executive Committee shall set a time, and provide opportunity, to hear oral statements of the faculty member and the President. The meeting with the Hearing Committee and the opportunity for oral statements shall occur no more than 15 days following the Executive Committee's initial meeting to review the Hearing Committee's written decision. The Executive Committee Chair shall have the authority to establish procedures for the receipt of oral statements and to preserve decorum, to protect parties, to rule on matters of procedure, and to otherwise direct the conduct of the meeting.

Based on its review of the record of the Hearing Committee and the oral statements of the President and faculty member, the Executive Committee will make a final decision on the matter. This final decision will be rendered in writing and delivered to the President and the

faculty member within 5 days of completion of the oral statements. If the decision of the Executive Committee is consistent with the findings of the Hearing Committee, the Executive Committee shall instruct the University administration to proceed accordingly. If the decision of the Executive Committee is not consistent with the findings of the Hearing Committee, the Executive Committee shall return the matter to the Hearing Committee with its written expression of concerns and direction that the Hearing Committee reconsider its findings.

In the event that the Executive Committee returns the matter to the Hearing Committee for further consideration, the Hearing Committee shall reconsider its findings based upon the Executive Committee's written concerns. No more than 10 days following receipt of the Executive Committee's written concerns, the Hearing Committee shall respond in writing to the Executive Committee. Such response shall either affirm the Hearing Committee's prior findings (and include the Hearing Committee's rationale for such affirmation) or shall provide revised findings (with rationale for such revision). Copies of the Hearing Committee's response to the Executive Committee shall be simultaneously provided to the President and faculty member.

Within 10 days of receipt of the response from the Hearing Committee, the Executive Committee shall make a final decision on the matter. Such decision will be rendered in writing and delivered to the President and the faculty member. This decision of the Executive Committee of the Board of Trustees will be final. The Executive Committee shall have limited authority to correct any clerical errors contained in its decision at any time after it is issued. Any records from the Executive Committee's consideration of the matter, along with the records of the Hearing Committee, shall be delivered to the Office of the Vice President for Academic Affairs and retained in the same manner as provided in paragraph 'k' of this policy, above.

The University agrees to defend, indemnify and hold harmless every faculty member who serves as a member of the Hearing Committee from any and all liability, loss, damage, and costs the faculty member may suffer as a result of claims, demands, costs, or judgments against the faculty member arising from acts or omissions within the course and scope of the faculty member's official duties as a member of the Hearing Committee.

In light of the fact that the Hearing Committee is not a formal legal proceeding, neither party may be represented by legal counsel at such hearing. However, each party may have one representative (who is not legal counsel) in attendance at any hearing conducted pursuant to this policy. In addition, each party may identify a designee to attend any meeting and/or hearing conducted pursuant to this policy in place of the party.

Throughout this policy, maximum time limits are noted. Any deadline established under this policy that falls on a Saturday, Sunday, or recognized holiday (not including academic recesses) shall be moved to the first weekday following such date. Any deadline established in this policy may be varied upon the mutual agreement of the faculty member and the President.

In light of the sensitive nature of any matter processed under this policy, all individuals involved in such a matter shall respect the confidentiality of information and records involved in the matter and the privacy of all parties whose interests are affected by such a matter. All hearings, discussions, meetings, and deliberations shall be considered confidential and shall not be disclosed except as otherwise indicated in this policy or under court order.

All records of the meetings and hearings conducted pursuant to this policy shall be considered confidential and shall be accessible only as indicated herein during the proceedings under this policy. After a final decision has been rendered pursuant to this policy, such records shall remain confidential and shall be accessible only to the faculty member involved, the President, or to any other individual(s) pursuant to court order.

Until a final decision has been reached, the faculty member will not be suspended or assigned to alternative duties unless direct harm to the individual faculty member, to others, or to the institution is, in the President's opinion, threatened by continuation in normal duties. If a decision to suspend is made, the suspension will be with pay.

In all cases of dismissal for cause the burden of proof is on the University to show that just cause exists.

#### **4. Financial Problems/Retrenchment**

The following procedure will be used in matters involving dismissal due to financial problems or retrenchment. In appropriate circumstances, it may be modified or changed to meet particular or unique circumstances that exist.

In a phased-response retrenchment process, such measures as program elimination, personnel reductions, and salary reduction will be applied only after lesser measures are considered. If the Board of Trustees or the President of the University determines that a serious financial problem exists or that other circumstances require consideration of a serious reduction in existing programs or an involuntary elimination of administrative, faculty, administrative personnel, or staff positions, the Board of Trustees and the President will follow a phased-response process to guide their decision-making as follows:

- a. A concerted effort will be made to deal with these problems by expanding revenues.
- b. The President will inform the Board of Trustees, administrators, faculty, administrative personnel and staff of the nature and extent of the problem.
- c. The following groups will represent their constituencies in advising and making recommendations to the President and the Board of Trustees:
  - i. The faculty will be represented by the Faculty Policy Council.
  - ii. The administrative personnel will be represented by the Administrative Personnel Officers.
  - iii. The staff will be represented by the Staff Policy Council.
- d. The President will consult with and seek the advice and recommendations of the representative groups listed above as he/she develops plans to meet the financial problem.
- e. The President, after following the above procedures, will review all campus budget expenditures and focus on reductions or corrections that do not undermine significantly the vitality of existing campus programs and services.
- f. The initiation of major voluntary efforts and measures that would result in long-term reductions in expenditures through campus-wide reductions in programs and services will be considered before taking other actions to eliminate programs or reduce personnel.

- g. Salary reduction will be undertaken carefully and only after consultation with the affected groups. Two principles should be kept in mind:
  - i. Salary reductions should affect all employment groups: administration, faculty, administrative personnel, and staff.
  - ii. Salary reductions should affect all NNU employees equitably.
- h. If the President, after consultation with all affected University groups, determines that the severity of the financial problem or other circumstances which exist requires the consideration of the elimination of majors or termination of existing employment contracts, he/she will, by written notice, request the Board of Trustees to declare that a serious financial problem exists or that other factors exist which require such action. Copies of the notice will be made available to all University employees.
- i. At its next meeting, the Board of Trustees will consider and take appropriate action on the President's recommendations. Prior to such meeting the President will develop a plan to minimize the effect of reductions on the overall operation of the University. In developing the plan, the President will seek the assistance of all affected University groups and consider their views. The President will attempt to use the current organization structure of the University to assist him/her in formulating such a plan.
- j. If reduction of the academic program is contemplated, the School Deans and the Vice President for Academic Affairs will scrutinize any and all academic programs or offerings and academic support programs. They will answer the following questions about each program or course offering in a report to the President and the Board of Trustees:
  - i. Is it part of the liberal arts curriculum core?
  - ii. How many major students are enrolled?
  - iii. How many non-major students are enrolled on a per credit basis?
  - iv. How high is the total cost (including instructors and materials and/or equipment) per student?
  - v. How would any changes considered affect the accreditation status of the University and/or accredited programs of the University?
- k. Consideration should then be given to reducing course offerings (either by offering courses on an alternative year basis or possibly by total elimination), reducing major programs to non-major status, and/or totally eliminating programs and/or departments.
- l. Financial problems will not be used to justify or rationalize the termination of personnel for other reasons. If nonvoluntary personnel reductions are being considered, the administration will explain to all employee groups affected the extent of the financial problems or other circumstances that warrant the reductions and that normal attrition and/or voluntary efforts will not produce the necessary reductions.
- m. In determining which full-time positions and which full-time personnel will be retained and which will be terminated, the University will consider the essential role of the position in the operation of the University and the importance of continuity of teaching personnel at the University. Factors to be considered in choosing among personnel qualified for positions to be retained will include but not be limited to competence, versatility or flexibility, difficulty of replacement, degree level, and efforts made in the areas of continuing education and professional improvement. Seniority will be

considered when two employees qualified for the same position are judged to be equal on the above factors. Faculty reductions will begin with untenured faculty.

- n. The Board of Trustees, in carrying out its obligations under the constitution of the University, will make final decisions as to the need to reduce positions and the particular positions which are to be eliminated. When taking action to terminate a tenure contract, the Board of Trustees will provide opportunity for the faculty member to procure other means of employment at the University. If other means are not available, or do not meet the needs of the University or the faculty member, the University will offer at least an additional one-year contract to the faculty member to afford him or her sufficient time to procure other employment.
- o. If a tenured faculty member is terminated pursuant to this section, but the University decides to reinstate the position of the terminated faculty member or to fill a newly-created position in the same school, the terminated faculty person should be the first one to whom the position is offered.

## **V. FACULTY RANK AND PROMOTION**

### **A. STATEMENT OF PURPOSE AND PHILOSOPHY**

The purpose of the rank system at Northwest Nazarene University (NNU) is to

- Recognize and encourage quality teaching.
- Emphasize professional growth.
- Recognize and encourage quality scholarship.
- Encourage and identify individual progress or improvement rather than relative strength or comparison among colleagues.

### **B. DEFINITIONS FOR FACULTY STATUS**

A faculty member at NNU is:

- a person who holds a position in affinity with the academic function of the University either through teaching or academic resources,
- a person who has achieved the degrees and training that are expected of university faculty,
- a person who is approved for hiring through the library or one of the academic departments of the University,
- a person who participates in the faculty rank and tenure system,
- a person who is expected to attend faculty meetings and to participate in the faculty governance and committee structure,
- a person who is eligible for full faculty privileges including sabbaticals, leaves of absence, conditional graduate loans, computer and library privileges, etc.,
- a person who is eligible for emeritus status, and
- a person who is issued a salary from the academic affairs budget.

Other persons with academic skills and the appropriate degrees who wish to become involved in the academic endeavors of the University may apply for faculty status with the rank of resource faculty. Such requests will be approved by the Committee on Rank and Tenure.

Persons defined as administrative faculty in the Faculty Constitution are exempt from the expectations and the privileges of the teaching faculty as listed above.

### C. DEFINITIONS AND STANDARDS FOR FACULTY RANK

The following faculty ranks are approved for use:

**Assistant Professor:** The rank of assistant professor is approved for those persons having an earned doctor's degree or MFA, or a master's degree plus an additional nine semester hours of graduate credit, and evidence of abilities specific to their assignment.

**Associate Professor:** The rank of associate professor is approved for those persons having an earned doctor's degree or MFA, completed a doctoral program with only their dissertation to complete, or a master's degree plus an additional forty semester hours of graduate credit. They must have evidence of expertise specific to their assignment with a minimum of five years of post-secondary experience, three of which must be at the assistant professor level. Associate professors will demonstrate continuing professional growth and leadership in their field, a record of scholarship in the appropriate field, and service to the University, church, and community. Persons with exceptional experience outside the academic setting may be considered for the rank of associate professor in the hiring process.

**Professor:** The rank of professor is approved for those persons having an earned doctor's degree or MFA. They must have evidence of expertise specific to their assignment with a minimum of ten years of post-secondary experience, seven of which must be at the associate and/or assistant professor level. Professors will demonstrate continuing professional growth and leadership in their field, a record of scholarship in the appropriate field, and service to the University, church, and community. Persons with exceptional experience outside the academic setting may be considered for the rank of professor in the hiring process.

**Assistant Librarian:** The rank of Assistant Librarian is approved for those persons having a master's degree in librarianship from a library school accredited by the American Library Association or its equivalent from an approved institution and evidence of abilities specific to their assignment. Appointment at this rank shall require the expectation of successful overall performance and the potential for a promising career in academic librarianship.

**Associate Librarian:** The rank of Associate Librarian is approved for those persons having a master's degree in librarianship from a library school accredited by the American Library Association or its equivalent from an approved institution plus an additional nine semester hours of graduate credit and evidence of expertise specific to their assignment with a minimum of five years of post-secondary experience, three of which must be at the assistant librarian level. Associate librarians will demonstrate continuing professional growth and leadership in their field, a record of scholarship in the appropriate field, and service to the University, church, and community. Persons with exceptional experience outside the academic setting may be considered for the rank of associate librarian in the hiring process.

**Librarian:** The rank of Librarian is approved for those persons having a master's degree in librarianship from a library school accredited by the American Library Association or its equivalent from an approved institution plus a second master's degree in a relevant field of study, or having an earned doctorate in addition to a master's degree in librarianship from a library school accredited by the American Library Association or its equivalent from an approved institution, evidence of expertise

specific to their assignment with a minimum of ten years of post-secondary experience, seven of which must be at the associate and/or assistant librarian level. Librarians will demonstrate continuing professional growth and leadership in their field, a record of scholarship in the appropriate field, and service to the University, church, and community. Persons with exceptional experience outside the academic setting may be considered for the rank of librarian in the hiring process.

The following additional academic designations are considered faculty, but not eligible for tenure or promotion in the faculty rank system:

**Administrative Faculty:** The University administrative officers, as defined by the Faculty Constitution, are considered faculty.

**Instructor:** a person having a master's degree or its equivalent from an approved institution. The applicant must evidence the qualities necessary to their assignment.

**Lecturer:** a person having at least a bachelor's degree.

**Registrar:** The registrar at NNU is considered a faculty position.

**Resource Faculty:** a person with academic skills and the appropriate degrees who wishes to become involved in the academic endeavors of the University may apply for the rank of resource faculty. Such requests will be considered by the Committee on Rank and Tenure.

**Visiting Faculty:** a person meeting the criteria for rank, but at NNU for only a specific time-frame, may be given this faculty rank.

#### **D. PLACEMENT PROCEDURES**

In deciding upon initial placement in rank, the Department Chair and School Dean shall make a written recommendation to the Vice President for Academic Affairs. The Vice President for Academic Affairs shall consider the evidence in hand and shall forward his/her or her own recommendation to the President in light of that consideration. (The hiring process is detailed in Section III of this chapter).

Full-time college or university teaching or library service and time at a specific rank with other regionally accredited institutions, are credited for ranking purposes on a year for year basis. Part-time teaching at the college or university level or library service is credited for ranking purposes on an equivalent proportional basis (i.e., to equal 24 teaching units at full-time). (For more on the definition of degree status, see section VI, part D, of this chapter)

Professional experience will be credited at one year of credit for each two years of applicable experience. Professional experience refers to professional activities such as the pastoral ministry, non-college teaching, social work, industrial research, etc. These activities should be of such a nature as normally to require a minimum of a bachelor's degree for participation and should be closely related to the applicant's teaching area.

In rare cases it may be necessary to evaluate other qualifications as equivalent to those listed above. Exceptions shall be recommended to the president by the Vice President for Academic Affairs working in consultation with the Department Chair and School Dean.

## **E. PROCEDURES FOR RANKING AND PROMOTION**

The University is committed to an on-going evaluation system including substantive reviews at the time of rank and/or tenure application which will be used in conjunction with substantive review at time of promotion application to determine faculty rank. The Office of Academic Affairs will maintain a record of eligibility for rank advancement for all faculty members, and hold an annual session to assist faculty members in preparing applications for promotion. Consideration for promotion in rank is initiated by the eligible faculty member who is responsible for keeping and presenting a file with appropriate documentation. A faculty member may request consideration for promotion in rank at any time subject to completion of the standards for that rank (see Section B above) and successful completion of rank and/or tenure application reviews. Application for promotion must be completed by October 1 of the year eligible for consideration. Application forms are available on the Office of Academic Affairs web site.

Recommendations regarding promotion are made by the appropriate School Dean (or the Vice President for Academic Affairs in the case of the librarians) upon evaluation of the materials submitted, for alignment with school and University standards and forwarded to the Committee on Rank and Tenure. The Committee on Rank and Tenure will consider all recommendations for promotion. After full discussion and inquiry by the Committee on Rank and Tenure, a recommendation for promotion is made by a positive two-thirds vote of the Committee on Rank and Tenure membership. Non-promotions are forwarded to the Vice President for Academic Affairs and appropriate School Dean for action. Nominations for promotion are forwarded to the Vice President for Academic Affairs for consideration. The Vice President for Academic Affairs will review the Committee on Rank and Tenure recommendations, and will make his/her own recommendation to the President for consideration and possible recommendation to the Board of Trustees.

A faculty member may elect to continue at the currently appointed rank, but is responsible for meeting all continuing eligibility requirements of the institution. Promotion in rank thereby changes the faculty member's salary factor. Salary policies, including the tables used for computing faculty salaries are included in Section VI of this chapter.

## **F. CRITERIA FOR PROMOTION**

The application for promotion should address and present evidence of the following qualitative factors. The candidate is free to choose appropriate percentages below that best represents the candidate's role at the University. The total of the percentages must sum to 100%. The percentages do not necessarily represent the actual time spent in each area. They are intended to represent the relative importance of each criteria.

1. Criteria for promotion from assistant professor to associate professor, or associate professor to professor:

- a. **Teaching, Advising, and Administration (60%-80%)**

The successful candidate will demonstrate consistent, high quality service to students through teaching and advising that includes evidence of encouraging student growth in the University outcomes. Teaching and advising will be evaluated by student evaluations of teaching; self-evaluation; outcome measures for the department; Department Chair evaluations; observation report from within the discipline (inside or outside of NNU), and evidence of number of advisees and quality of advisement.

Given that the main task of Northwest Nazarene University is education, the primary

quality for consideration for promotion is excellence in teaching. It is understood that not all candidates receive the highest teaching evaluations by students, but the successful candidate's commitment to excellence is evidenced by (a) command of the subject matter; (b) the ability to organize a course and communicate the material in a stimulating manner; (c) a demonstrated concern for students, and success in stimulating their interest in learning; and (d) successful integration of the subject matter with other disciplines and with Christian faith and practice.

A candidate with administrative duties may choose to have up to half of this category evaluated as administration. Administration will be evaluated by a letter from one's immediate supervisor, at least two letters from subordinates, and a self evaluation.

**b. Scholarship (10%-30%)**

The successful candidate will demonstrate scholarship as a complement to and extension of a primary commitment to teaching. This scholarship can take a variety of forms, including the scholarship of discovery, the scholarship of integration, or the scholarship of application. This scholarship is documented by communication with others through informal dialogue, formal presentations, seminars, papers, performances, or publications. It may also be documented by practice of the skills of the profession outside the University, such as paid consulting activities. It is validated through public distribution, performance, or presentation and review by a panel of impartial guild members, or disciplinary peers.

**c. Service (10%-30%)**

The successful candidate pursues service endeavors at the University, such as participation in committee and faculty meetings, participation in religious activities, and mentoring students. Other activities also include church, professional, and/or general community service.

**2. Criteria for promotion from assistant librarian to associate librarian, or associate librarian to librarian:**

**a. Librarianship, Teaching, and Administration (60%-80%)**

A library faculty member must provide evidence of effective librarianship in the performance of responsibilities related to the position he/she fills on the library staff. The primary area(s) of responsibility are determined by the librarian's job description.

Given that the main task of Northwest Nazarene University is education, the primary quality for consideration for promotion is excellence in librarianship. The successful candidate's commitment to excellence is evidenced by, but not limited to, the following: (a) productive and qualitative output in primary areas of responsibility; (b) teaching, lecturing and otherwise instructing students, staff and faculty so as to encourage the full use of the library and its resources; (c) ability to communicate and interact with faculty, students and other patrons, as well as members of the library staff; and (d) development and implementation of successful programs and activities.

A candidate with administrative duties may choose to have up to half of this category evaluated as administration. Administration will be evaluated by a letter from one's immediate supervisor, at least two letters from subordinates, and a self evaluation.

- b. **Scholarship (10%-30%)**  
 The successful candidate will demonstrate scholarship as a complement to and extension of a primary commitment to librarianship. This scholarship can take a variety of forms, including the scholarship of discovery, the scholarship of integration, or the scholarship of application. This scholarship is documented by communication with others through informal dialogue, formal presentations, seminars, papers, or publications. It may also be documented by practice of the skills of the profession outside the University, such as paid consulting activities. It is validated through public distribution or presentation and review by a panel of impartial guild members, or disciplinary peers.
- c. **Service (10%-30%)**  
 The successful candidate pursues service endeavors at the University, such as participation in committee and faculty meetings, participation in religious activities, and mentoring students. Other activities also include church, professional, and/or general community service.

## VI. SALARY POLICY FOR FULL-TIME FACULTY

### A. FACULTY SALARY TABLES

The following table is used in computing faculty salaries (except for the President and the five vice presidents, whose salaries are determined by the Board of Trustees). This table will be applied equally to all individuals hired as faculty of Northwest Nazarene University.

“Steps”	Instructor 5 steps 1.00% increments	Assistant 12 steps 0.50% increments	Associate 31 steps 1.75% increments	Full 30 steps 2.25% increments
0	1.100	1.300		
1	1.110	1.305		
2	1.120	1.310		
3	1.130	1.315		
4	1.140	1.320		
5		1.325	1.3825	
6		1.330	1.4000	
7		1.335	1.4175	
8		1.340	1.4350	
9		1.345	1.4525	
10		1.350	1.4700	1.7500
11		1.355	1.4875	1.7725
12		1.360	1.5050	1.7950
13		1.365	1.5225	1.8175
14		1.370	1.5400	1.8400
15		1.375	1.5575	1.8625
16			1.5750	1.8850
17			1.5925	1.9075
18			1.6100	1.9300
19			1.6275	1.9525
20			1.6450	1.9750

\*Add 0.05 to  
the above for a  
MA+40

21
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\*Add 0.20 to  
the above for a  
Ph.D.

1.6625	1.9975
1.6800	2.0200
1.6975	2.0425
1.7150	2.0650
1.7325	2.0875
1.7500	2.1100
1.7675	2.1325
1.7850	2.1550
1.8025	2.1775
1.8200	2.2000
1.8375	2.2225
1.8550	2.2450
1.8725	2.2675
1.8900	2.2900
1.9075	2.3125
	2.3350
	2.3575
	2.3800
	2.4025

\*Add 0.20 to  
the above for a  
Ph.D.

**B. YEARS OF EXPERIENCE**

A faculty member will be moved to the next step on the salary schedule for each additional year of teaching at NNU. However, in unusual cases, movement on the salary scale steps may:

- a. be halted for justifiable reasons; or
- b. be accelerated by more than one step for justifiable reasons.

Any recommendation to not move a faculty member one step on the salary schedule for an additional year of teaching at NNU shall be made by the School Dean and/or Vice President for Academic Affairs.

**C. ADMINISTRATIVE FACTOR**

1. *Department Chairs*

Adjustments should be made to compensate for the extra workload that accompanies this responsibility. Sometimes a reduction in the teaching load will be made.

The chair of each academic department will receive 2% additional salary. (In the salary computation an extra factor of 1.02 will be used.)

2. *School Deans*

Adjustments should be made to compensate for the extra workload that accompanies this responsibility. Normally a reduction in the teaching load will be made.

The dean of each school will receive 10% additional salary. (In the salary computation an extra factor of 1.10 will be used). A School Dean who is also a Department Chair will not receive the 2% additional salary for his/her position as Department Chair.

#### **D. TEN-MONTH OR ELEVEN-MONTH ASSIGNMENTS**

Those faculty members with ten-month and eleven-month assignments will have their salary determined in the following way:

1. *The ten-month salary* equals the nine-month salary plus 1/9 times the nine-month salary. (In the salary computation a factor of 1.11111 will be used.)
2. *The eleven-month salary* equals the nine-month salary plus 2/9 times the nine-month salary. (In the salary computation a factor of 1.22222 will be used.)

#### **E. FILES AND FORMS**

All transcripts supporting faculty members' academic work are kept in the Office of Academic Affairs. Also included in these files is the information needed to determine a faculty member's salary, such as:

1. A statement of initial rank and step placement by the Vice President for Academic Affairs;
2. A chronological listing of professional career activities submitted by the faculty member;
3. A summary sheet of the faculty member's professional experience with a computation of the years of experience;
4. A degree classification sheet submitted by the faculty member with certification by the Vice President for Academic Affairs;
5. Annual sheets showing the current and past year's salary computations;
6. Administrative evaluations of the faculty member's performance.

#### **F. LEAVES OF ABSENCE**

When a faculty member is faced with an emergency situation, arrangements are normally made whereby his/her classes are covered by colleagues. If such a situation is not handled satisfactorily by these informal arrangements, the faculty member may apply for family leave as provided below.

##### **1. Family and Medical Leave**

NNU intends to comply with the Family and Medical Leave Act (FMLA) of 1993, effective August 5, 1993.

The FMLA allows an eligible employee to take 12 weeks of leave in a one-year period for the following reasons:

- a. After the birth of a child or placement of a child for adoption or foster care;
- b. To care for a spouse, child or parent of the employee, where the relative has a serious health condition;

- c. If the employee has a serious health condition which makes the employee unable to perform his or her job.

If a faculty member desires such leave, he/she should submit a written request for leave in the office of the Vice President for Academic Affairs at least 30 days in advance of the proposed leave. At the time leave is requested, the vice president for academic affairs will determine (1) if the faculty member is eligible; (2) the amount of FMLA leave the faculty member has available, as measured back from the start date of the proposed leave; and (3) whether the proposed leave will be paid or unpaid, as outlined below.

If the leave is because of a serious health condition, either the faculty member's or his/her relatives, as noted above, a certification from a health professional is required. Such certification must contain the following:

- a. A description of the date on which the condition began;
- b. The probable duration of the condition;
- c. The appropriate medical facts regarding the condition;
- d. If care is for a relative, a statement that the faculty member is needed for that care;
- e. If the health condition involves the faculty member, a statement that he/she is unable to perform the functions of his/her position.

If the Vice President for Academic Affairs is not satisfied, the Vice President for Academic Affairs reserves the right to require the faculty member to seek a second opinion at NNU's expense. If the two medical opinions disagree, the Vice President for Academic Affairs can seek a third opinion that will be final and binding. The Vice President for Academic Affairs may require the faculty member to update certification on a monthly basis. The Vice President for Academic Affairs may also require the faculty member to report to the Vice President for Academic Affairs periodically on the faculty member's status, and to obtain a release to return to work.

The faculty member's insurance benefits will be continued during the term of his/her leave.

Once the faculty member returns from leave, he/she will be returned to his/her former position, or an equivalent position with equivalent benefits, pay and other terms and conditions.

## **2. Parental Leave Policy**

### **Purpose:**

To permit faculty who have care-giving responsibilities to have paid time off immediately surrounding the birth of a child or the adoption of a child less than three years of age.

### **Policy:**

After two (2) year(s) of uninterrupted service, full-time faculty are eligible to receive four weeks of paid leave (per pregnancy) immediately surrounding the birth of their child or the adoption of a child under the age of three years. An application for parental leave is to be completed and submitted to the Dean of the appropriate School prior to the beginning of the semester in which the proposed leave is to take place. Upon the Dean's approval of the application, he or she will submit the application to the

Vice President for Academic Affairs. Upon approval from the Vice President for Academic Affairs, the approved application will be filed in the faculty's separate health record in the Human Resources office and the Vice President for Academic Affairs will notify the faculty member and the Dean of the approval.

This parental leave period is intended to be the four weeks immediately following the birth or adoption, but the start date may be adjusted to best meet the needs of the employee and his or her area of responsibility. It is important to maintain the integrity of the learning environment and of the educational expectations of each Department. Therefore, supervisor and employee will work together to find the most equitable arrangement that both meets the needs of the employee, but also the learning environment. The employee will be excused from all NNU responsibilities during this leave period. The Parental Leave shall run concurrent with FMLA leave. Faculty benefits will continue during Parental Leave as if he or she was actively working during that period, as provided for in the *Manual* and the employee will be responsible to pay his or her portion of any benefits and/or premiums. The faculty member will contact the Payroll Office to make arrangements for payment of premiums, benefits, and/or any personal outstanding loans or accounts receivable prior to the commencement of the leave period.

If the faculty member is the birthmother and her physician determines and documents that additional time off work is required due to a continued medical condition that qualifies as a long-term disability (as defined in the current Long-term Disability policy), the faculty will be eligible to receive salary continuation up to 120 days as provided for in the salary continuation provision of the *Manual*. Documentation must be provided to the Human Resources Office at the time the long-term disability is diagnosed by the attending physician.

Faculty wishing to take additional time off after parental leave has expired, but still within the provisions of FMLA leave and regardless of whether or not a long-term disability has been diagnosed, may utilize the remaining FMLA leave without pay.

Deans have the authority to hire temporary replacement adjuncts in proportion to the time requested for parental leave and/or FMLA leave. For example, if a faculty member requests a half semester off under this policy, the Dean for that School would have the authority to hire temporary replacement adjuncts for six credit hours during that semester. The Dean also has the authority to determine whether or not the rescheduling or dropping of a class or classes would be appropriate to meet this need and to meet the needs of the School and the students. Any such arrangement will be reflected in the application for parental leave form and submitted to the Vice President for Academic Affairs prior to the beginning of the relevant semester.

### 3. *Other Leaves of Absence*

- a. Purpose: A leave of absence may be granted for any purpose mutually agreed upon by the University and the faculty member. The term of any leave of absence must be approved by the University.
- b. Provisions: Recipients of a leave of absence may participate in the benefits for which they qualify, at their own expense. Faculty members contemplating a leave of absence should contact the Human Resources Office regarding the benefits for which they may qualify. During the leave period, the compensation obligations of the University do not apply except under exceptional conditions and as agreed upon by the University and the faculty member. Under

normal conditions, a leave of absence will not be granted by the University to a faculty member who does not have tenure. All leaves of absence must be approved by the President. The President shall report to the Board of Trustees at each of its regular meetings all approved leaves of absence.

- c. Procedure: To apply for a leave of absence, the faculty member will submit a request in writing to the Vice President for Academic Affairs giving dates for which the leave will apply. Such requests should be made early enough to allow time for replacement faculty to be located.

## **VII. FRINGE BENEFITS FOR FULL-TIME FACULTY**

*The University reserves the right to amend, alter, or terminate any of the benefits described herein. Review of benefits will occur periodically and in consultation with the Faculty Policy Council. Faculty will be duly informed of any changes.*

### **A. MOVING EXPENSES**

For new faculty members, the University will pay that portion of the moving expenses which is equal to (a) the first 10% of the base salary for the academic year in which the person is joining the NNU faculty if moving from Montana, Wyoming, Colorado, New Mexico or farther west; or the first 12.5% of the base salary if moving from states between the Western Region and the Eastern Region; or the first 15% of the base salary if moving from east of the Mississippi River and (b) one-half of the remainder, with the provision that the University's total contribution will not exceed 30% of the base salary figure for the academic year in which the faculty member is joining the NNU faculty. Allowable moving expenses include direct costs of transporting family members and household goods from the former place of residence to Nampa.

### **B. MEDICAL, SURGICAL, AND MAJOR MEDICAL INSURANCE**

The University pays a portion of the premium for eligible faculty members for group medical, surgical, and major medical coverage, as follows:

- (a) 90% of the monthly premium cost for employee-only coverage; plus,
- (b) 80% of the additional monthly premium cost for those employees who elect medical insurance coverage for dependents (that is, as to employees who elect dependent coverage, the University will pay 80% of the difference between the premium cost of the two-party or family coverage less the premium cost of the employee-only coverage).

Under the **Consolidated Omnibus Budget Reconciliation Act** (COBRA) regulations, a person who is no longer eligible for NNU's group medical insurance coverage (due to termination of employment, age, divorce, etc.) may continue in the University's group plan for a specified period set by federal law. In such cases the individual must pay the premium. The Human Resources Office should be contacted for details of specific rights and eligibility requirements under COBRA.

### **C. RETIREMENT PLAN**

An employee, upon completion of one year of service at NNU, may participate in a retirement program to which the University contributes a matching contribution. If the employee contributes 5% or more of

his/her salary, the University will contribute 9 percent. If the employee contributes less than 5% of his/her salary, the University will match the contribution of the employee.

The one-year waiting period will be satisfied if the employee has had one year of previous full-time work experience in an educational institution of higher learning.

The retirement plan is a tax-sheltered program. This means any current contributions to the plan will not be included in the faculty member's taxable income. Upon retirement, all amounts drawn out will have some tax consequences.

#### **D. DISABILITY AND LOSS-OF-INCOME INSURANCE**

The University provides the premium for a long-term disability insurance policy which covers up to 60% of a faculty member's salary.

#### **E. SALARY CONTINUATION BENEFITS**

In the event that a faculty member, who is eligible for long-term disability benefits under the University's long-term disability policy, becomes either totally or partially disabled (as those terms are defined in the long-term disability insurance policy in effect at the onset of disability and pursuant to which eligible faculty members receive disability benefits), the University shall pay to such faculty member salary continuation (or sick) benefits.

For a totally disabled faculty member, the salary continuation benefits shall be the regular monthly salary that was being paid to the faculty member, pursuant to the faculty member's current employment contract, at the time of the onset of disability. For a partially disabled faculty member, the salary continuation benefits shall be the difference between

- (a) the salary earned by the partially disabled faculty member based upon the faculty member's continuing employment with the University, and
- (b) 80% of the regular monthly salary that was being paid to the faculty member, pursuant to the faculty member's current employment contract, at the time of the onset of disability.

Salary continuation benefits shall continue to be paid until the earlier of:

- (a) the cessation of the faculty member's disability (as determined pursuant to the long-term disability insurance policy in effect at the onset of disability), or
- (b) 120 days from the date of the faculty member's onset of disability, at which time such salary continuation benefits shall cease.

If the salary continuation benefits cease under (b) above, the disabled faculty member shall receive no salary continuation benefits from the University during the remaining term of disability.

#### **F. POST-RETIREMENT HEALTH BENEFITS**

##### **1. Eligibility**

Any employee who retires from NNU at 62 years of age or older and has the equivalent of 10 or more years of full-time service at the University is eligible as follows:

- a. Benefits begin when employee reaches his/her 65th birthday or the effective date of his/her retirement, whichever occurs later.
- b. Spouses will become eligible to receive benefits when the employee becomes eligible if the spouse is 65 years of age or older. If the spouse is younger than 65 at the time the employee begins benefits, the spouse's benefit will begin when the spouse reaches 65 years of age.  
**Note:** Spouses from marriages after retirement do not qualify.
- c. Employees hired after March 31, 1992 are not eligible.

2. ***Health Care Prior to Age 65***

Group coverage terminates at an employee's retirement. If an employee is not yet 65 years of age at the time of retirement, he/she may continue to receive coverage in the NNU group plan for a period of 18 months from the date of retirement. In such cases the employee will pay the premium. This provision was enacted into federal law in 1986 under an act known as COBRA.

Also, if a retired employee has not reached 65 years of age but has exhausted the benefits under the COBRA law provision, he/she may maintain health coverage under a private contract with the University's insurance carrier (currently Blue Cross of Idaho). Eligibility for a private Blue Cross policy is guaranteed. However, the policy options may be limited based on the individual's physical condition at the time of conversion. If there are questions, the individual should contact an insurance agent to determine his/her options and their costs.

If the spouse of a retired employee is not 65 years of age at the time of the employee's retirement, the COBRA arrangements are as follows:

The spouse may remain in the NNU group plan by paying the premium for a period of 18 months. If the employee reaches age 65 during this 18 month period but the spouse is younger, the spouse may continue under COBRA for a period of up to 36 months including the time the employee was not yet 65 years of age. In any case, the provisions of the COBRA law cease when an individual is eligible for Medicare (age 65). Should the COBRA provisions expire with the spouse still not 65 years of age, the terms of continuous coverage stated above would apply.

The above provisions are effective as of January 1, 1994. Governing laws and/or policy provisions of the insurance carrier may change from time to time; therefore, anyone contemplating retirement prior to age 65 should check with the University's insurance carrier to determine what options or limitations may be in effect at that time.

3. ***Benefits***

- a. Any eligible employee who retired prior to September 1, 1992, will receive post- retirement health care benefits as currently provided. The benefits are as follows:
  - (1) Premiums for Part B of Medicare will be reimbursed. Reimbursement paid in December of each year.
  - (2) A supplementary health policy is provided by the University (currently Blue Cross of Idaho).

- b. For eligible employees retiring after September 1, 1992 the following provisions will apply:

Any eligible employee, upon retirement, will receive a percentage of the cost of Part B of Medicare and the cost of a supplemental health policy (currently Blue Cross) according to the following schedule.

<u>Age as of 9/1/92</u>	<u>Percentage of Costs Paid by the University</u>
64 & Older	98.6
63	94.7
62	91.2
61	87.6
60	83.9
59	80.1
58	76.0
57	71.5
56	66.8
55	61.8
54	56.6
53	51.2
52	45.4
51	39.4
50	33.0
49	26.3
48	19.3
47	11.5
46	4.0
45 & younger	0.0

(Note: Employees hired after 3/3/92 are not eligible.)

#### **G. FLEXIBLE BENEFITS PLAN**

The University has instituted a Section 125 flexible benefits plan. This plan allows the employee to contribute pre-tax dollars into three different benefit options. The three options include a medical reimbursement plan, a dependent care reimbursement plan and an insurance premium conversion plan. Detailed information regarding this benefit is available in the Human Resources Office.

#### **H. TUITION BENEFITS FOR FACULTY**

1. Commencing with employment, all faculty members and their dependents will receive free academic tuition for undergraduate courses at NNU and all faculty members for whom a professional certificate or license is required for the successful accomplishment of their professional role at NNU will receive free academic tuition of graduate courses at NNU pending approval of the Vice President for Academic Affairs as follows:
  - a. Free tuition benefits will be available to the faculty member and his/her spouse.
  - b. Natural and adopted children under 25 years of age qualify for free tuition benefits. If a qualified dependent reaches his/her 25th birthday during an academic semester, full benefit will be granted for that semester.
  - c. Should an employee terminate during a semester, the tuition benefit will continue until the end of that semester.

- d. Grants or scholarships specified as tuition awards will be applied to tuition costs first and this benefit will provide the difference between the value of these awards and the cost of tuition.
2. Dependents of employees whose employment ends **(a)** due to death or disability, or **(b)** after the employee attains age 62 and has completed the equivalent of 10 or more years of full-time service to the University, will be eligible to receive tuition benefits as defined in paragraph VII.H.1 above.
3. Dependents of faculty members attending other Nazarene universities will receive reciprocal tuition allowance as mutually agreed to by the participating Nazarene university presidents.
4. The University will attempt to arrange tuition exchange scholarships for full-time student dependents with other evangelical universities of kindred doctrine.

Dependents' scholarship plans sponsored by members of the Council for Christian Colleges and Universities may be available to NNU faculty dependents. Consult the Office of the President for details and information about these plans.

#### **I. SOCIAL SECURITY**

The University complies with federal law and pays employer's contribution to the Social Security Administration. If a faculty member is an ordained or licensed minister, the University will contribute one-half of the amount due from the faculty member as a self-employed person. This half is considered income and is taxable under IRS rulings.

#### **J. TERM LIFE INSURANCE**

Term life insurance of \$50,000 is available as an option to each full-time faculty member. Under this program, the faculty member pays one-half of the monthly premium and the University the other half. Coverage is level until age 65. At age 65 and after, coverage continues with reduced benefits. More details are available in the Human Resources Office.

### **VIII. NON-FULL-TIME FACULTY**

#### **A. DEFINITIONS OF NON-FULL-TIME FACULTY**

Three categories of non-full-time faculty will be recognized:

1. ***Part-time faculty***

These persons will be those faculty who engage in a normal pattern of faculty activities such as classroom teaching, counseling and advising of students, sponsoring of student groups, committee participation, etc., but on a reduced, prorated schedule.

2. ***Adjunct faculty***

These persons will be expected to engage only in normal classroom activities. They are not expected to be involved to any appreciable extent in student counseling and similar activities.

3. *Community Learning Affiliates*

These persons will be expected to engage only in normal classroom activities. They are not expected to be involved to any appreciable extent in student counseling and similar activities.

**B. SALARIES FOR NON-FULL-TIME FACULTY**

1. *Part-time Faculty*

Salaries for part-time faculty will be calculated in the usual manner except that the additional final step will be the multiplication by an appropriate fraction representing their part-time load.

2. *Adjunct Faculty and Community Learning Affiliates*

During the academic year, adjunct faculty and community learning affiliate salaries for four teaching load units are set at 12% of the base salary for those having a master's degree, 13.5% of base for those in the M.A. + 20 or M.A. + 40 category, and 15% of the base for those having doctoral degrees. Other teaching load units are calculated at an appropriate fraction representing their load distinction.

3. *Summer session*

The salaries for the summer session are the same as those given to the adjunct faculty during the academic year. The base salary used in the calculations will be the base salary used for the previous academic year. Full-time faculty members on nine-month contracts will be classified as adjunct faculty for the summer session.

**C. FRINGE BENEFITS FOR NON-FULL-TIME FACULTY**

*The University reserves the right to amend, alter or terminate any of the benefits described herein. Review of benefits will occur periodically and in consultation with the Faculty Policy Council. Faculty will be duly informed of any changes.*

1. *Part-time Faculty*

Entry of part-time faculty into any group insurance programs will only be permitted if the policies of the companies involved permit such participation.

To the extent permitted, part-time faculty members will receive all fringe benefits of full-time faculty but on a reduced, prorated basis. If an eligible part-time faculty member wishes to participate on a full-time basis in any group insurance program provided by the University, the University will provide a portion of the premium proportional to the fraction of employment of the part-time faculty person. The part-time faculty person will provide the remaining part of any premium for participation from his/her own funds.

The tuition allowance for dependents will be interpreted to mean that a tuition allowance proportional to the fraction of employment will be made for a part-time faculty member or his/her dependents, according to the policy for full-time faculty. For example, a third-time faculty person or his/her dependents will receive a one-third discount on any tuition charges.

2. *Adjunct Faculty and Community Learning Affiliates*

Only those fringe benefits required by law, such as Social Security, will be provided.

## IX. GRIEVANCE POLICY

Any member of the faculty, as defined by the Faculty Constitution, has recourse to the Faculty Grievance Committee in resolving grievances that arise from conditions of employment at the University. A grievance hearing is not a formal judicial proceeding. The purpose of the grievance process is to evaluate the fairness of the action or event that gave rise to the grievance.

### A. DEFINITIONS

1. A *grievance* includes, but is not limited to, a concern about
  - a) an event or condition which affects the conditions or circumstances under which a faculty member works, allegedly caused by misinterpretation or inequitable application of established policy, practice, or the terms of a contract; or
  - b) the non-renewal of a contract.

The following actions or occurrences may not be grieved under this policy:

- Complaints of unlawful harassment or discrimination in violation of NNU policy lodged against members of the faculty by any student, NNU staff or administration, or faculty person. This exception also applies to discipline that may be imposed against a faculty member who is found to have violated NNU policy.
- Alleged research misconduct.
- Alleged violations of FERPA.
- Removal from the position made by administrative appointment.

The grievance process can take one of several different formats: informal, mediation, or formal. Each format may involve different procedures that are outlined in this policy.

2. *Policy* may include governing board policy, as well as faculty governance documents or established precedents either written or unwritten.
3. *Practice* means the way policies are applied because of tradition or repeated acceptance.
4. A *contract* includes an agreement (including either a standard form of agreement and/or individual supplemental agreements) between faculty and the University regarding employment, hours, terms, and conditions thereof.

### B. PROCEDURE

1. *Introduction:* The grievance process proceeds in three distinct, sequential stages. For the purposes of this policy, those stages include an informal grievance process, mediation and the formal grievance.

2. ***Informal Grievance Process:*** Committed to the ideal of resolving grievances collegially, the University makes no distinction between grievances that might require a formal hearing and lesser disputes that should be resolved informally. Therefore, it is mandated that an informal resolution be attempted in every case. Mindful of the instruction of Matthew 18, any faculty member who wishes to pursue resolution of a grievance (hereinafter the grievant) must, at a minimum, discuss the matter with the party(ies) who has/have caused the grievance. In addition, the grievant may wish to discuss the matter with a trusted faculty colleague, the University Chaplain, or a University Counselor, with the goal of receiving counsel regarding the situation. If these efforts are unsuccessful and the grievant desires to proceed with the grievance process, the grievant must submit the grievance in writing to his/her School Dean (unless the School Dean is the party who has allegedly caused the grievance, in which case the grievant may submit the written grievance directly to the Vice President for Academic Affairs). If in the opinion of the grievant a satisfactory response is not received from the School Dean within ten (10) days, the grievant must submit the grievance in writing to the Vice President for Academic Affairs. If in the opinion of the grievant a satisfactory response is not received within ten (10) days, the grievant may pursue the grievance procedure by submitting a written letter to the Vice President for Academic Affairs indicating that he/she desires to initiate the next stage of the grievance procedure; namely, mediation.
3. ***Mediation Process:*** Mediation is a mandatory dispute resolution process in which a third party will attempt to conciliate a mutually agreeable resolution to a dispute.
  - a) The Vice President for Academic Affairs shall select a third party mediator to meet with the parties and attempt to mediate the grievance within five (5) days of receipt from a faculty member of a written letter that he/she wishes to initiate the next step of the grievance procedure by pursuing mediation.
  - b) The procedures to be followed in the mediation shall be determined, on a case-by-case basis, by the selected third party mediator; provided, however, that the first mediation session shall take place no later than twenty (20) days following submission of the written letter from the faculty member to the Vice President for Academic Affairs indicating the faculty member's desire to initiate mediation under the grievance procedure.
  - c) In the event the parties are not able to successfully mediate a resolution to their dispute within ten (10) days following the first mediation session, then the faculty member may initiate the next step of the grievance procedure by submitting a written request for relief under the Formal Grievance Process (see section 4, below).
  - d) Unless confidentiality is waived in writing by both the grievant and the University's representative, all proceedings under the Mediation Process shall remain confidential. The confidentiality requirement also applies to any communications at any time between the parties and the mediator.
  - e) The faculty member and either the Department Chair or School Dean are expected to attend the mediation session(s).
  - f) Attendance by legal counsel will not be permitted. Attendance by other individuals will be at the discretion of the parties and the mediator.

- g) If an agreement is reached as a result of the Mediation Process, a Memorandum of Mediation Agreement will be prepared by the mediator and signed by all parties. The Department Chair, School Dean, or Vice President for Academic Affairs will report to the President, without elaboration, that the matter has been resolved and will provide a copy of the Mediation Agreement to the President. If the President approves the Agreement, the Agreement will be promptly implemented. If the President does not approve the Agreement, the President must notify the faculty member in writing and the faculty member must decide whether to pursue this matter under the Formal Grievance Process within the time period as set forth herein.
4. Formal Grievance Process: If the grievant desires to pursue formal resolution of the grievance, the grievant must seek relief from the Vice President for Academic Affairs.
- a) Request for Relief. The grievant must request relief by filing a written Request for Relief in the Office of Academic Affairs. Such Request for Relief must be in writing and must set forth, in detail, the nature of the grievance, against whom the grievance is directed, and what steps have been taken to resolve the grievance prior to the filing of the Request for Relief.
  - b) Time for Filing. The Request for Relief must be filed within fifteen (15) days following the first mediation session (see section 3, above). An untimely filing under this policy will result in denial of the grievance.
  - c) Response to Request for Relief. After consultation with the President, the Vice President for Academic Affairs will respond in writing to the grievant not more than fifteen (15) days following the date on which the Request for Relief is filed.
  - d) Request for Hearing. If the grievant is not satisfied with the Vice President for Academic Affairs' response, the grievant may request a hearing before the Grievance Committee; such Request for Hearing must be made no more than fifteen (15) days following the receipt of the response from the Vice President for Academic Affairs. The request for hearing must be in writing and must set forth, in detail:
    - i. the nature of the grievance, and against whom the grievance is directed;
    - ii. the fact that the grievant has exhausted administrative channels within the University; and
    - iii. what the grievant believes an appropriate solution to be.
  - e) Service. The Request for Hearing must be either sent by mail or hand delivered to the Vice President for Academic Affairs who will immediately provide a copy of the complaint to the President and notice of the filing of a Request for Hearing to the Faculty Chair. Service is effective upon mailing by United States mail, postage prepaid.
  - f) Appointment of the Grievance Committee. In those circumstances where the grievance proceeds to a hearing, it shall be heard and decided by a committee selected by the Vice President for Academic Affairs and grievant, as follows:

- i. Annually, the Faculty Committee on Committees shall identify a pool of faculty members who shall be eligible to serve on a grievance committee (such faculty members shall be trained annually prior to the beginning of the academic year). Members of the faculty who are serving as School Deans or as Executive Officers, either on a temporary or regular basis, may not serve on the Grievance Committee.
  - ii. The grievant, the Vice President for Academic Affairs, and the Faculty Chair shall meet, within ten (10) working days of the Request for Hearing, for the sole purpose of selecting the members of the Grievance Committee;
  - iii. The Faculty Chair shall present to both the grievant and the Vice President for Academic Affairs a list containing the names of the pool of faculty members who are eligible to serve on a grievance committee.
  - iv. Each party, beginning with the grievant, shall then identify one of the faculty members to not serve on the Grievance Committee. This process will continue with each party alternating in identifying faculty members to not serve, until five faculty members remain. Neither party must give a reason for the selection of a faculty member to not serve.
  - v. The Faculty Chair shall declare the remaining five faculty members to be the members of the Grievance Committee, and shall notify those faculty members of their impending service on the Grievance Committee.
  - vi. The last three faculty members stricken shall be identified as alternates (in inverse order in which they were stricken) in the event that one of the remaining five faculty members is unable to serve on the Grievance Committee.
  - vii. The selection meeting shall be confidential and records of the selection meeting shall be kept only by the Faculty Chair. The record kept by the Faculty Chair should be sealed and added to the records of the Grievance Committee for delivery and storage by the Office of the Vice President for Academic Affairs, as directed in this policy.
- g) Initial Meeting of the Grievance Committee. The Faculty Chair will convene the first meeting of the committee within ten (10) days after the membership of the committee is chosen, at which time a chair shall be elected. Thereafter the Faculty Chair shall no longer serve as a member of the Grievance Committee. The hearing will be under the control of the Grievance Committee Chair. Such Chair shall have authority to take action to preserve decorum, to protect parties and witnesses, to rule on matters of procedure and evidence, and to otherwise control the conduct of the hearing.

The Grievance Committee shall schedule a pre-hearing conference to be attended by the grievant, Vice President for Academic Affairs, Department Chair and School Dean. The following matters are among the goals of the pre-hearing conference:

- Provide an opportunity for either party to object to participation by any Grievance Committee member because of perceived bias;
- Review existing documentation and identify any additional documents or tangible objects to be provided at the hearing;
- Define or limit the issues to be decided by the Grievance Committee;
- Obtain a clear statement of each party's desired outcome;
- Identify and exchange witness lists and attempt to work through any scheduling conflicts as regards such witnesses;

- Establish a schedule for the exchange of any additional documentation that may be used as exhibits in the hearing;
- Discuss the prospect of summary disposition;
- Explain and discuss hearing procedures and order of the presentation of evidence;
- Schedule the time and location of the hearing before the Grievance Committee within thirty (30) days.

At the pre-hearing conference, the Grievance Committee shall hear and decide any jurisdictional disputes about whether the matter can be grieved under this policy and is ripe for a decision on its merits. If the Grievance Committee determines that the matter is not properly grievable, it shall issue a recommendation to the President of the University that the grievance be denied and that no further action be taken. Such a recommendation from the Grievance Committee is subject to review by the President and the Executive Committee of the Board of Trustees in the same manner as if the grievance were decided on its merits.

Members of the Grievance Committee shall not engage in any investigative or fact-finding activities outside a meeting or hearing of the Grievance Committee at which both parties have the opportunity to be present. Individual members of the Grievance Committee shall not discuss the matter outside of such a meeting or hearing.

All communications from the Committee will go to both parties. All communications from either party to the Committee will also go to the other party.

The Grievance Committee will not be informed of discussions held in connection with any mediation, and the Mediator will not be permitted to provide testimony or other evidence regarding any Mediation Procedure. In addition, no prior offer of settlement may be introduced before the Grievance Committee.

Any deadline established under this policy which shall fall on a Saturday, Sunday, recognized holiday, or scheduled break or academic recess shall be moved to the first day when the University has resumed operations.

- h) Summary Disposition. The Grievance Committee may, when the grievant decides not to proceed to a hearing, process the case without a hearing by proceeding directly to make a recommendation.
- i) Conduct of the Hearing. The formal hearing is to be closed to all except the members of the committee and the primary parties in contention plus one representative, if desired, for each primary party in the dispute. The purpose of the formal hearing is to allow the Grievance Committee to gather information relevant to the matter at hand, and to hear arguments from the parties involved. During the hearing, the grievant will be allowed an opportunity to present an oral statement, documentary evidence, testimony from witnesses, and any other information the grievant feels is pertinent to the grievance. The grievant may also be provided an opportunity to ask questions of any persons who speak against the grievance. In unusual circumstances, the Grievance Committee may elect to accept a witness' written statement in lieu of live testimony, in which case the identity of the witness and his or her statements shall be fully disclosed to the other party and opportunity given to respond to such statements.

Each party will be responsible for securing the attendance of witnesses whose testimony will be offered by such party, including bearing the cost of presenting the witnesses. However, the Grievance Committee will reasonably assist either party by requesting that witnesses attend and give testimony, and the Grievance Committee, itself, may call additional witnesses or request documentation. The Grievance Committee has discretion to decide whether witnesses may be permitted to appear telephonically or through some other technological means without actually being present, the cost of which will be borne by the University. Formal rules of evidence will not be followed; the Grievance Committee may receive any evidence that it believes to be of probative value.

The Grievance Committee will keep accurate records of all its actions. At the University's option, the hearing will be recorded electronically or by reporter. The original record shall be the property of the University. A copy will be made available at cost to the faculty member upon request. These records will be considered confidential and accessible only to the Grievance Committee, except that all records pertaining to any given grievance will be made available to the parties thereto.

In the event the grievant refuses to participate in the grievance process as outlined in this policy, the Grievance Committee may either deny the grievance or, in the alternative, proceed to determine the merits of the grievance in the absence of the grievant. The decision to proceed to hear the grievance despite the grievant's refusal to participate shall be based upon the Grievance Committee's determination that the issue raised in the grievance is capable of repetition, and that it would be in the best interests of the University to continue to process the grievance. The President and Board of Trustees shall have the same power to review the Grievance Committee's recommendation under this policy where the grievance is denied or is continued to be processed despite the grievant's refusal to participate.

- j) Decision of the Grievance Committee. On the basis of all the pertinent evidence, the Committee will recommend to the President and the Vice President for Academic Affairs a resolution of the grievance. This recommendation will be rendered in writing to these officials, and to the grievant in the dispute, within ten (10) days of completion of the hearing.

Once the Committee has transmitted its report to the parties, it will assemble all items of evidence and other documents that it considered in the matter, the record of the hearing, its report, and any other important records of the proceeding, and place them in the Committee's file on the case together with the original documentation submitted in connection with the grievance. The records of the Grievance Committee for each academic year will be delivered to the Office of Academic Affairs for safekeeping for a period of five years, after which they will be destroyed.

- k) President's Review. The President of the University shall review the Grievance Committee's recommended resolution to the grievance. Within fifteen (15) days of such receipt, the President shall issue to the parties involved a decision either accepting, rejecting or modifying the Grievance Committee's recommended resolution. The President may also request that the Grievance Committee conduct one or more additional hearings on any factual issue raised by the grievance and, if necessary, revise its recommendation in light of such additional hearing(s). In making a decision on the Grievance Committee's recommendation, the President shall be confined to the record of

proceedings before the Grievance Committee. The President's review shall not be de novo.

- 1) Review of President's Decision by the Executive Committee of the Board of Trustees. In the event either party to the grievance is of the opinion that the matter was not resolved satisfactorily such party may make a Request for Review of the President's decision by the Executive Committee of the Board of Trustees (which shall sit for this purpose without the President). Written notice of such Request for Review is to be made to the Vice President for Academic Affairs, the President and the Chair of the Executive Committee within fifteen (15) days of the issuance of the President's decision. The Request for Review shall identify the exact portion of the decision appealed together with a brief statement of the reasons for the request. The Grievance Committee will forward, within three (3) working days, all of its records of the matter to the Secretary of the Executive Committee. The Executive Committee, either in person or by teleconference, will have fifteen (15) days to consider the Request for Review and make a determination with respect to what, if any, action is to be taken. If the Executive Committee decides to take no action (thus affirming the President's decision), a copy of that decision will be delivered in writing to the grievant, Chair of the Grievance Committee, the Vice President for Academic Affairs and the President. If the Executive Committee decides to accept the Request for Review after having reviewed the record of the Grievance Committee and decision of the President, it may either issue a summary decision without resort to an additional hearing based solely on the record of the Grievance Committee and the decision of the President. In the alternative, the Executive Committee may conduct a hearing within twenty (20) days of its decision to accept the Request for Review. In the event the matter involves either (a) the non-renewal of a faculty member's contract, or (b) the failure of a faculty member who is otherwise eligible for tenure to be offered such a tenure contract, the matter will automatically be set for hearing by the Executive Committee, within thirty (30) days of the filing of the Request for Review with the Executive Committee.

Any hearing before the Executive Committee of the Board of Trustees shall be conducted in the same manner as that provided in section B.4.i., above. The Executive Committee may, in its discretion, convene a pre-hearing conference to address the hearing. The Executive Committee has the exclusive authority to identify and limit any specific factual issue upon which it seeks to take testimony or other evidence at the hearing.

The Executive Committee will decide the matter brought to it by Request for Review. This decision will be rendered in writing to the President of the University, the grievant and the Vice President for Academic Affairs within ten (10) working days of completion of the hearing. The decision of the Executive Committee of the Board of Trustees will be final. The Executive Committee shall have the limited authority to correct any clerical errors contained in its decision at any time after it is issued. The records from the hearing of the Executive Committee shall be delivered to the Office of the Vice President for Academic Affairs and retained in the same manner as provided in section B. 4. j., above.

## C. MISCELLANEOUS PROVISIONS

1. Indemnification. The University agrees to defend, indemnify and hold harmless every faculty member who serves as a member of the Grievance Committee from any and all liability, loss, damage and costs the faculty member may suffer as a result of claims, demands, costs, or judgments against the faculty member arising from acts or omissions within the course and scope of the faculty member's official duties as a member of the Grievance Committee.
2. Burden of Proof. The burden of proof is on the grievant in all matters other than those involving either (a) the non-renewal of a faculty member's contract, or (b) the failure of a faculty member who is otherwise eligible for tenure to be offered such a tenure contract.
3. Representation. In light of the fact that the hearings before the Grievance Committee and the Executive Committee of the Board of Trustees are not formal legal proceedings, neither party may be represented by legal counsel at such hearings.
4. Retaliation and Reprisal Prohibited. There shall be no retaliation or reprisal against any faculty member, administrator, witness or other participant in the grievance process. Any member of the University community who feels s/he has been subjected to retaliation or reprisal for participation in the grievance process as defined in this policy should immediately contact the Vice President for Financial Affairs. The Vice President for Financial Affairs shall promptly investigate any complaints of retaliation or reprisal and recommend to the President prompt remedial action in the event of a violation.
5. Abuse of Process. The Vice President for Financial Affairs shall have the authority to investigate and consider any complaints that the grievance process was being abused or invoked in bad faith. Upon conclusion of such an investigation, the Vice President for Financial Affairs shall report his findings to the President who may take necessary action thereon.
6. Time Limits. Time limits noted throughout the Grievance Policy refer to University business days; that is, weekends and official school breaks are not counted when calculating the date by which a certain action must occur. Consequently, grievances based upon events which occur within ten (10) days before (or during) a Christmas or summer break are subject to time limits as if they occurred on the first day of class of the following semester. Time limits for any step of the grievance process may be extended by a written agreement signed by all of the responsible parties and participants at that step. Any such agreement must include a date for the new time limit. Unless time limits are extended in accordance with these provisions, failure of any party to act within the specified time limits will be *de facto* evidence of acceptance of the other party's claims. Failure at any step to communicate a decision or recommendation within the specified time limits shall permit the grievant to proceed to the next step. Failure at any step to appeal a grievance to the next step within the specified time limits shall be deemed to be acceptance of the decision rendered at that step.

## X. FACULTY EMERITUS AND SENIOR FELLOWS

### A. DEFINITION OF RETIREMENT

For purposes of definition, a faculty member who is 59 or over and has the equivalent of 15 years of full-time service to the University is eligible for retirement if the faculty member so elects to be considered.

The fact that he/she may take employment elsewhere has no effect upon his/her retirement status at the University.

## **B. FACULTY EMERITUS STATUS**

For purposes of determining Faculty Emeritus status, a faculty member would be 59 or over, have the equivalent of 15 years of full-time service to the University, or 25 years of service regardless of age, and have resigned from full-time service at NNU. The fact that he/she may take employment elsewhere has no effect upon his/her Faculty Emeritus status at the University.

Emeritus status is considered to denote a person who has made significant contributions to NNU during his/her years of service and should not be granted automatically. Significant contributions to the university may include, but are not limited to: excellence in teaching, institutional service, Christian stewardship, and community service.

1. *Election process.* Recommendation is made by the Vice President for Academic Affairs, voted on by the appropriate Academic Council and sent to the President. Upon the recommendation of the President, the Board of Trustees may grant faculty emeritus status.
2. *Benefits.* Retired faculty granted faculty emeritus status have the following benefits in recognition of their service to the University:
  - a. Library privileges.
  - b. Listing in the University Catalog.
  - c. Invitation to participate in all formal academic convocations, including baccalaureate and commencement.
  - d. Invitation to faculty workshops and retreats.
  - e. Tuition benefits for the faculty emeritus, spouse and eligible dependents as available to full-time faculty.
  - f. Two lifetime complimentary passes to all fine arts series and regular season athletic events.
  - g. Computer (e-mail) access upon request.
  - h. Gym facility use upon request.

## **C. SENIOR FELLOWS**

A senior fellow is an individual who has reached retirement age, has the qualifications and characteristics of an NNU faculty member, and may be employed on a temporary basis by the University.

1. *Qualifications*
  - a. Academic and character qualifications similar to those of NNU faculty members.
  - b. Potential for making an academic and spiritual contribution to the life of the University.
  - c. Retirement status.
2. *Election process.* Recommendation is made by the School Dean to the Vice President for Academic Affairs, voted on by the appropriate academic council and sent to the President. Upon the recommendation of the President such person will be given the status of Senior Fellow.

3. *Benefits*

- a. Library privileges.
- b. Listing in the University Catalog.
- c. Invitation to participate in all formal academic convocations, including baccalaureate and commencement
- d. Invitation to social functions for faculty, including school meetings and dinners, to general faculty social events and retreats, and non-voting status in faculty meetings.
- e. Desk or office space if available.
- f. Access to appropriate buildings when teaching.
- g. Computer (e-mail) access upon request.
- h. Gym facility use upon request.

## **XI. ACADEMIC FREEDOM**

## *Chapter 5*

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### ***FACULTY DEVELOPMENT PROGRAMS***

#### **I. INTRODUCTION**

The University supports its faculty in their attempts to keep current in both their individual fields of teaching and in understanding research about teaching and learning. The University encourages the pursuit of scholarship consistent with the role and mission of the University. As members of a teaching institution, the faculty members are expected to pursue excellence in the "scholarship of discovery, scholarship of integration, scholarship of application and scholarship of teaching" (Boyer, *Scholarship Reconsidered: Priorities of the Professoriate*, 1990, p. 17-25).

To support its faculty, the University has developed programs in instructional enhancement and professional development. Educational assistance programs provide partial support for some faculty without terminal degrees to continue their education.

The University's commitment to faculty development is funded by a percentage of the academic budget. The exact percentage is established annually.

#### **II. INSTRUCTIONAL ENHANCEMENT MODEL**

##### **A. GENERAL**

This program is a multifaceted plan to improve instruction. It involves peer and institutional support to help each faculty member become a more effective professional.

The central feature of the program is a professional development plan. The planning document will consist of three parts: (a) a self-evaluation of the individual's current situation as a professional; (b) the goals of the faculty member for the next five years; and (c) a twelve-month plan of objectives and activities that will assist in reaching those goals.

If a faculty member is contemplating applying for a sabbatical leave during the time of the current plan, the sabbatical leave must be a part of the plan, and its relationship to the goals of the individual and his/her area of responsibility must be outlined.

The model will incorporate an evaluation component, which will involve both student and peer review. Also, the faculty member will submit a self-evaluation at the close of each year. The evaluation procedure is described in the *Faculty Handbook*. The School Dean will oversee the maintenance of the plans.

## **B. PROFESSIONAL MEMBERSHIPS**

Each faculty member should maintain an association with a professional society related to his/her area of responsibility. For those faculty members with professional development plans, the University will provide support up to an amount determined annually by the Deans' Council.

## **C. PROFESSIONAL TRAVEL**

Each faculty member is encouraged to attend meetings that would assist in maintaining professional contacts and aid in keeping abreast of developments in the field. The University will provide support for attendance at professional meetings from monies allocated to professional development.

# **III. SABBATICAL LEAVES**

## **A. THE PURPOSE OF THE SABBATICAL LEAVE**

A sabbatical leave should benefit the intellectual vitality of both the faculty member and the University. The sabbatical is a time for renewal, during which time the faculty member may pursue research, writing, scholarly interests or other matters. A sabbatical leave at NNU is not given solely on the grounds of seniority or length of service, nor is it an entitlement. It is an investment in both the individual faculty member and the future of the University itself.

## **B. INSTITUTIONAL SUPPORT**

The number of sabbatical leaves in a given academic year shall be approximately 5% of the total fulltime ranked faculty. The university shall annually make a pool of funds available equal to 80% of the faculty base salary. This pool shall be available to be awarded to one or more of the faculty members granted sabbatical leaves upon recommendation of the Faculty Development Committee and approval of the Vice President for Academic Affairs. Unused funds will be rolled over and added to the following year's allocation. In addition to these funds, the University will provide funds to hire adjuncts to cover the courses otherwise taught by the faculty member on sabbatical. However, any courses that do not need to be taught that academic year will not be filled.

## **C. ELIGIBILITY**

Tenured faculty at the Associate Professor or full Professor rank who have completed five years of service at NNU are qualified to apply in their sixth year for a sabbatical leave to be taken in their seventh year. Applicants who have been granted a previous sabbatical must have served the University an additional five years since returning from his/her leave before applying in the sixth or later year of service. Faculty without a terminal degree may apply for a sabbatical; however, sabbaticals are not to be used to pursue a terminal degree.

Preference in deciding which faculty will be approved for leave will be first for those who have not had a sabbatical, and then to those with more years of service since their last sabbatical.

Only full-time service will be considered as the basis for leave. Years of service, whether prior to or after receiving tenure will be included. Periods of time during which the faculty member is away from the

University on other types of leave (e.g., graduate study) will not be used in computing total years of service.

#### **D. APPLICATION PROCEDURE**

Specific guidelines for making application for sabbatical leave are listed in the *Faculty Handbook*. Applications are submitted to the Vice President for Academic Affairs, with the approval of the Department Chair and School Dean, in the fall of the academic year preceding the academic year for which the sabbatical is requested. The applications will be reviewed by the Faculty Development Committee. Its recommendation will be returned to the Vice President for Academic Affairs, who in turn will present a recommendation to the President.

#### **E. PERIOD OF LEAVE AND COMPENSATION**

The faculty applicant may elect to receive full salary for a leave of one semester's duration or one-half salary for a leave of two semester's duration. All faculty fringe benefits apply to the sabbatical recipient, with payments for retirement to be determined by the amount of salary received during the leave. The faculty applicant may apply for additional funds for travel and/or other special expenses as outlined in III.B. The travel and/or other expenses must be clearly identified with the objectives of the leave. Timing of disbursements and appropriate verification of expenditures will be coordinated through the Office of Academic Affairs. In addition, the faculty member is encouraged to seek supplemental funding from sources outside of the institution to support his/her proposal.

#### **F. OBLIGATIONS OF THE PERSON ON LEAVE**

The sabbatical recipient will sign a form agreeing to the following:

1. The recipient will not accept employment during a sabbatical leave without the written approval of the Vice President for Academic Affairs.
2. If the faculty member on leave does not return for two years of service to the University after the leave, one-half of the salary and total cash allowance received from the University for the leave will be due and payable to the University for each year of service less than two after the leave. If the faculty is terminated involuntarily before the two required years of service, including termination due to disability, the faculty member will not be required to repay funds to the University.

Upon returning from leave, the faculty member will submit a written report to the Vice President for Academic Affairs. The faculty member will also be expected to give to the faculty as a whole an appropriate presentation relating his/her experiences while on leave.

### **IV. EDUCATIONAL ASSISTANCE PROGRAMS**

NNU encourages faculty members who do not have terminal degrees to pursue advanced degrees. To foster this, NNU provides two programs for financial assistance for graduate studies leading to a degree. These are the conditional graduate loan and the doctoral completion program.

#### **A. CONDITIONAL GRADUATE LOAN**

1. The University will provide limited conditional graduate loans to members of the faculty to assist them in graduate studies leading to a degree.

2. All such loans must be applied for through the Vice President for Academic Affairs, who will administer the funds with the approval of the President of the University.
3. Funds will be repaid in accordance with the following guidelines:
  - a. Loans will be repaid on a schedule agreed upon at the time of the loan. The agreement may consider a percentage of the loan to be a grant. The grant is contingent upon subsequent employment of the faculty member by the University. The portion of the loan that is considered a grant by NNU will be considered income by the IRS.
  - b. The loan amount will not exceed \$5,000 at any one time. The University will limit grants to \$10,000 in the lifetime of a faculty member.
  - c. Repayment will be by deduction from the faculty member's salary. For every dollar repaid, the University will credit one dollar until the University has forgiven a maximum of \$5,000.
  - d. No interest will be charged for conditional graduate loans while the faculty member is engaged in graduate study or employed by the University. However, should the employment of the recipient of a loan be terminated, the rate of interest will be the current endowment fund allocation rate. Any such balances will be due and payable within six months after the termination of the faculty member's employment.

## **B. DOCTORAL COMPLETION PROGRAM**

The University may encourage a current faculty member to continue or initiate a program leading to the doctorate. This program differs from the loan program in that a faculty member is considered to be assigned the duties of full-time study.

1. *Eligibility*
  - a. The person must be a full-time faculty member at NNU.
  - b. The person must be enrolled, or must become enrolled, in a doctoral program approved by both the person's School Dean and the Vice President for Academic Affairs. The area of study must enhance the person's ability in an area of importance to the University's program.
  - c. The person must agree to pursue doctoral studies full time with no other remunerative employment, with the exception of appointment to an academic job related to his/her studies, such as a research or teaching assistant.
  - d. Assignment to this program is for one year. Upon completion of that year, the faculty member must submit a written progress report to the Vice President for Academic Affairs. The faculty member may re-apply to the program for an additional year, and should include on the application any change in the original emphasis of the program being pursued.
  - e. Upon completion of the program, the person must return to a faculty position with NNU for a period of no less than three academic years for each year spent on this assignment. A sum equivalent to one-half salary must be repaid to NNU prorated on a per-semester basis for any time less than three academic years per year on assignment.

2. ***Criteria***

- a. Preference will be given to those faculty members who have started a doctoral program.
- b. Those nearest completion will be given preference.
- c. Faculty in areas the University deems most critical to enhance will be given priority.

3. ***Salary and Benefits for Doctoral Completion Program***

A faculty member participating in the doctoral completion program will be provided the following salary and benefits:

- a. The person will be maintained on the same type of contract as he/she currently has (one-year or tenure).
- b. The person will receive one-half salary for a full academic year (9-month contract).
- c. The person will receive the ordinary health and life insurance policies.
- d. The person will be permitted to make contributions to a University-sponsored retirement program, but the University's matching amount will not be provided.
- e. The person will be permitted tuition benefits for dependents during leave.
- f. The person will not advance any steps on the salary schedule during leave.
- g. The person will accumulate no time toward the sabbatical service-time requirement.

## **V. OTHER DEVELOPMENT PROGRAMS**

The University supports other opportunities for faculty growth such as short courses and seminars. Research and scholarly involvement is supported through the Watson Faculty Enhancement Project and the Riley-Woodward Faculty Research Grant, both of which are endowed funds. Details may be found in the *Faculty Handbook*.

## *Chapter 6*

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### ***AMENDING THE FACULTY POLICY MANUAL***

#### **I. INTRODUCTION**

The following procedure for amending the *Faculty Policy Manual* applies to all sections of the *Manual*. While the procedure outlined below recognizes the authority of the Board of Trustees to determine policy statements set forth in the *Faculty Policy Manual*, long-standing tradition has established the practice that the faculty members of the University are included in the process by which policies relating to faculty are established.

Proposed changes to the *Faculty Policy Manual* may be initiated through the faculty (administrative or teaching) or the Board of Trustees.

#### **II. FACULTY-INITIATED PROPOSALS**

- A. Changes proposed by faculty or administration should be forwarded to the chair of the Faculty Policy Council, who will transmit the proposal to the council for discussion. The council may **(a)** approve the proposal, as worded, for forwarding to the faculty as a whole; **(b)** approve an amended version of the proposal for forwarding to the faculty as a whole; **(c)** refer the proposal, along with recommended modifications, back to the person(s) who initiated the proposal; or **(d)** reject the proposal outright. The council will report its action, or reasons for inaction, in writing to the faculty member(s) who initiated the request. This report will be made in a timely manner, normally within sixty (60) days.
- B. Any proposed change approved by the Faculty Policy Council will be sent to the Agenda Committee through the Faculty Chair. The proposed change will be placed on the agenda for the next regularly scheduled faculty meeting, at which time the faculty acting as a committee of the whole will take action on the proposal. If the faculty approves the proposal or an amended version of the proposal, the approved version of the proposal will be sent to the President of the University for transmittal to the Board of Trustees.

The President may **(a)** approve the proposal, as worded, for forwarding to the Board of Trustees; **(b)** refer the proposal, along with recommended modifications, back to the Faculty Policy Council; or **(c)** reject the proposal outright.

If the President agrees to submit the proposal to the Board of Trustees, he/she will do so at the next regular meeting of the Board of Trustees. The proposal will become effective upon ratification by the Board of Trustees. If the Board of Trustees fails to ratify the proposal, the President will notify the faculty in writing of the Board's action and concerns.

If the President decides not to present the proposal to the Trustees, the President will notify the faculty by communicating in writing his/her decision and reasons for the decision to the Faculty Chair and the chair of the Faculty Policy Council. This written notification will be given within thirty (30) days of receiving the recommendation from the faculty.

### **III. BOARD-INITIATED PROPOSALS**

- A. The Board of Trustees may enact amendments to the *Faculty Policy Manual* that will be effective immediately.
- B. The Board of Trustees, through the President, will notify the faculty as a whole and the Faculty Policy Council of the adopted amendments. The Faculty Policy Council will formulate an assessment of the amendment. The assessment will be sent to the Agenda Committee. The amendment and the assessment by the Faculty Policy Council will be placed on the agenda for the next regularly scheduled faculty meeting. If the faculty as a whole desires that the adopted amendment be returned to the trustees for further consideration, then the faculty's concerns will be forwarded to the Trustees through the President.
- C. At the next meeting of the Board of Trustees, the Trustees will consider the faculty's concerns and will reconsider such amendment.

### **IV. PUBLICATION AND DISTRIBUTION**

- A. Official publication and distribution of the *Faculty Policy Manual* will be on the NNU Web.
- B. The Office of Academic Affairs will serve as the caretaker of the *Faculty Policy Manual*. The Faculty Policy Council will continue to be charged with *Faculty Policy Manual* oversight and review.