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## Goshen College Faculty Handbook

### Section 3: Faculty Personnel Policies

#### IV. RANK

Responsibility for making rank recommendations to the President is lodged within the Rank and Tenure Committee. This committee of tenured faculty works with the academic dean (as Executive Secretary of the Rank and Tenure Committee) in administering established rank and tenure policies and procedures. The president of the college has final responsibility for making formal rank recommendations to the Board of Directors.

Decisions of the Rank and Tenure Committee are based on a careful review of the faculty candidate. In the review process, committee members will consider a confidential dossier prepared for their discussion. Responsibility for compiling this dossier rests with the academic dean.

In addition to the dossier, committee members may consult items from the non-confidential part of the candidate's record which is kept in the academic dean's office. Committee members may observe classes, request additional letters of reference on behalf of the candidate, review course evaluations; interview candidates, or collect any other material that the committee deems necessary for its decisions.

Rank is recognition granted by the Goshen College Board of Directors to teaching faculty members. Rank designations are instructor, assistant professor, associate professor, professor and professor emeritus. Distinctions in rank are based upon the quantitative variables of academic preparation and number of years of teaching experience. Other variables include classroom effectiveness, overall participation in the campus community; and contributions to the church, the world of scholarship, and society. In line with Goshen College bylaws, except as the Board requests and MEA approves otherwise, all faculty members employed for more than six years shall be members of congregations of the Mennonite Church or related Mennonite and Brethren churches.

#### **Instructor**

- Completion of a bachelor's degree or other professional recognition.
- No teaching experience necessary.
- Annual contract is limited to no more than four successive years.

#### **Assistant Professor**

- Completion of a master's degree.
- One additional year of approved graduate work.
- Alternatively, two years of college teaching or comparable professional experience may be considered.
- Evidence of successful teaching and involvement in other aspects of college activity.

#### **Associate Professor**

- Completion of three years of approved graduate work including at least a master's degree or the equivalent in performance, professional experience, scholarly research and publication, or teaching.
- Three years of college teaching experience. Alternatively, comparable professional experience may be considered.
- Evidence of successful teaching and involvement in other aspects of college activity.
- Evidence of achievement in the profession, e.g., scholarship, performance, or other forms of professional growth, and/or evidence of contribution to the larger world of church and society.

#### **Professor**

- Completion of a doctoral degree or four years of approved graduate work including the highest professional degree in the area or the equivalent in performance, professional experience, scholarly research and publication.
- Eight years of college teaching experience.
- Evidence of successful teaching and involvement in other aspects of college activity.

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- Evidence of achievement in the profession, e.g., scholarship, performance, or other forms of professional growth.
  - Evidence of contribution to the larger world of church and society.

#### **Professor Emeritus/a**

- Retirement from full-time teaching position after at least 10 years of employment at GC.
- If Goshen College employment continues, it must be less than half-time.
- Granted immediately upon Board approval to those who are eligible, but faculty members may choose to postpone the designation.

#### **A. Process for Promotion in Rank**

##### **1. Initiating Process that Leads to Advancement in Rank**

- a. Faculty member must meet the existing criteria for higher rank.
- b. Faculty advancement in rank is also dependent upon meeting the Goshen College standards regarding religious affiliation and practice. Each faculty member is asked to demonstrate an active and reflective faith.
- c. Department chair (or any tenured faculty member, faculty member her/himself, or the Academic Dean) submits a nomination for promotion consideration to the academic dean by the second Monday in September.
- d. Academic Dean reviews the request to initiate a promotion in rank and determines that the faculty member has met the objective criteria for promotion consideration.
- e. The Academic Dean and the Rank and Tenure Committee share supervision of procedures for advancement in rank.

By the first Monday in December, the Academic Dean reports on the status of pending advancement in rank recommendations to the Rank and Tenure Committee. This report includes the composition of each candidate's review committee.

##### **2. Departmental Promotion Committee Formation**

- a. Department chair and candidate consult to form a review committee for consideration of promotion in rank. Members will all be tenured faculty in the department and one or more tenured faculty from the wider campus. Department chair submits names of possible committee members to the Academic Dean for approval. After approval, department chair asks these faculty members of their availability and willingness to serve on the review committee.
- b. The committee will normally be directed by the department chair. However, when the department chair is the candidate for promotion in rank, the Academic Dean, in consultation with the chair, will form a review committee that does not include the chair. In this situation, the Academic Dean will appoint the chair of the review committee.

##### **3. Data Collection and Compilation of Dossier**

- a. The review committee chair will work with the candidate, under the supervision of the academic dean, to compile a dossier for consideration by the departmental review committee and the Rank and Tenure Committee. Completed dossiers are due in the Academic Dean's office on the first Monday in March.
- b. The completed dossier will include:
  - Cover letter that documents that the candidate meets the Faculty Handbook criteria for promotion in rank and offers a formal recommendation from the Review Committee signed by review committee members
  - Candidate vitae that includes an official up-to-date transcript of all post-hire academic work
  - Candidate self-evaluation

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- Thorough summary by review committee of evaluation data collected
  - Letters of recommendation
  - Other information appropriate for committee deliberations
- c. In addition to specific quantitative criteria related to academic preparation and years of experience, decisions regarding promotion in rank are also related to various combinations of qualitative criteria. At Goshen College, a teaching institution, teaching competencies will be weighted more heavily than those of research and community service.
- d. Candidate Self-Evaluation will include:
- i. Contribution to the college in teaching
    - Demonstrate competence in teaching and in academic discipline; teaching competencies might include but are not limited to the following examples: ability to engage students in the learning process; willingness to work within college procedures for evaluating students; creating a classroom climate that is conducive to learning for all students regardless of gender, race, economic status, national origin, religion, or other identifying personal characteristics of students such as physical handicaps. In addition, faculty are asked to show competency in connecting learning and faith within the classroom or other campus activities.
    - Identify areas of strength in teaching and areas which need to be strengthened. Propose specific activities and changes which will address the areas that need to be strengthened and address how these changes will be assessed.
  - ii. Contribution to the Goshen College community
    - Demonstrate the respect and trust others have in the candidates contributions to the total campus milieu. These contributions might include but are not limited to the following examples: service on standing committees; active participation in campus events; and collegiality.
    - A statement and discussion of commitment to the mission and core values of Goshen College as well as to the “Commitment to Community Standards” (Section 7).
  - iii. Contribution to faculty member’s academic discipline and to the academic community in general
    - Demonstrate ongoing active engagement in professional activities as these relate to the academic discipline or the teaching profession. These contributions might include but are not limited to the following examples: research and publication; national or regional committees; and juried presentations.
  - iv. Contribution to the local community and society
    - Demonstrate contributions to the local community of Elkhart County and/or to other communities. These contributions might include but are not limited to the following examples: service club membership or leadership roles; volunteer work with community organizations; consultation activities; and board memberships.
  - v. Contribution to church and personal faith commitment
    - Demonstrate contributions to a local congregation and the larger church community as well as contributions made to the spiritual climate of the campus. These contributions might include but are not limited to congregational teaching assignments; campus chapel committee; workshop leadership; consultation activities; board memberships; and service activities.
  - vi. Personal Goals

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- Short term – the next one to two years
    - specific, achievable goals
    - a plan for reaching these goals
    - ways that Goshen College might assist you toward these goals
  - Longer term – up to five years or more
    - your personal and professional goals
    - steps in development that can make these goals achievable
    - ways that Goshen College might assist you toward these goals
- e. Review Committee Chair is responsible for:
- Documentation that the candidate meets the *Faculty Handbook* criteria for promotion
  - A thorough summary of multiple evaluation measures that addresses the candidate's strengths and areas for improvement based on:
    - student course evaluations for at least the last two years
    - meeting with selected students
    - direct observation of class sessions by members of the review committee
    - evaluative comments from other faculty members both inside and outside of the department.
  - In consultation with the candidate for promotion, request three or more letters of reference from members of the college community who are acquainted with the candidate's work. These letters should be sent to the chair of the review committee to be included in the dossier.
  - In consultation with the candidate for promotion continuing, request additional reference letters from the candidate's professional community as appropriate.
4. **Departmental Promotion Committee Deliberation**
- a. Chair convenes review committee, reviews dossier contents to see if any additional information is needed.
  - b. Committee meets with candidate to review dossier materials; any concerns that may delay the recommendation will be discussed at this time with the candidate.
  - c. Committee deliberates and prepares a written recommendation to the Academic Dean and the Rank and Tenure Committee.
  - d. Completed dossier with recommendation presented to the Academic Dean by the first Monday in March.
  - e. Dean reviews dossier contents to assure that they are complete and have been discussed with the candidate prior to review committee discussions of the promotion in rank recommendations.
5. **Rank and Tenure Committee Deliberation**
- a. Academic Dean presents the review committee's recommendation and the candidate's dossier to the Rank and Tenure Committee.
  - b. Rank and Tenure Committee deliberates and may solicit additional information and/or interview the candidate. A decision may be delayed until all conditions are met.
  - c. Rank and Tenure Committee provides a written recommendation to the Academic Dean, Provost and President regarding promotion in rank of the candidate.
  - d. Academic Dean reports the committee's recommendation to the candidate prior to any further action regarding the recommendation.
  - e. Academic Dean forwards the recommendation to the Provost by the first Friday in April.
6. **Provost, President and Board of Directors**
- a. Provost reviews the recommendation and forwards to the President along with a recommendation by the third Friday in April.
  - b. President reviews the recommendation and reports decision to the Provost and the Academic Dean.

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- c. Academic Dean informs candidate of the president's decision. President forwards recommendation to the Goshen College Board of Directors.

**7. Unfavorable Recommendations**

- a. If candidate receives an unfavorable recommendation from the departmental review committee, the reasons will be summarized by the chair. For further consideration, the faculty member may appeal via the grievance procedure (Faculty Handbook, Section 3.XXI).
- b. If candidate receives an unfavorable recommendation from the Rank and Tenure Committee, the reasons will be summarized by the Academic Dean. A meeting with the Committee will be arranged upon request. For further consideration, the candidate may appeal via the grievance procedure (Faculty Handbook, Section 3.XXI).
- c. If the candidate receives an unfavorable recommendation from the Provost, the reasons will be summarized by the Provost. For further consideration, the candidate may appeal via the grievance procedure (Faculty Handbook, Section 3.XXI).
- d. If the president chooses not to forward a recommendation to the Board of Directors, the reasons will be summarized by the president. Final responsibility for recommending a promotion-in-rank to the Goshen College Board of Directors is lodged with the president of the college. For further consideration, the candidate may appeal via the grievance procedure (Faculty Handbook, Section 3.XXI).

## PROMOTION PROCESS FOR TEACHING FACULTY

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| <p>September</p> <p><i>Request for promotion consideration to the Dean by second Monday in September</i></p> | <p><b>INITIATING PROCESS</b></p> <ul style="list-style-type: none"> <li>➤ Determine that criteria for promotion in rank is met<br/>Department chair (or any tenured faculty member, faculty member him/herself or the Dean) submits a nomination for promotion consideration in writing to the Dean by the <u>second Monday in September</u></li> <li>➤ Dean reviews request to initiate a promotion in rank; verifies that candidate has met the criteria for promotion consideration</li> </ul>   |
| <p>October</p>   | <p><b>DEPARTMENTAL COMMITTEE FORMATION</b></p> <ul style="list-style-type: none"> <li>➤ Department chair submits to the Academic Dean for approval a suggested list of members for a review committee to consider promotion in rank. The committee will normally be led by the department chair. The committee will include all tenured members of the department and one or more tenured faculty from the wider campus.</li> </ul>   |
| <p>October - January</p>   | <p><b>DATA COLLECTION &amp; COMPILATION OF DOSSIER*</b></p> <ul style="list-style-type: none"> <li>➤ Committee chair works with the candidate, under the supervision of the Dean, to compile a dossier for consideration by the departmental review committee and the Rank and Tenure Committee.             <ul style="list-style-type: none"> <li>A. Provided by <u>Departmental Review Committee Chair</u> <ul style="list-style-type: none"> <li>i. Documentation that the candidate meets the <i>Faculty Handbook</i> criteria for promotion in rank</li> <li>ii. A thorough summary of multiple evaluation measures that addresses the candidate's strengths and areas for improvement based on:                     <ul style="list-style-type: none"> <li>(a) student course evaluations for at least the last two years</li> <li>(b) meeting with selected students</li> <li>(c) direct observation of class sessions by members of the review committee</li> <li>(d) evaluative comments from other faculty members both inside and outside of the department.</li> </ul> </li> <li>iii. In consultation with the candidate for promotion, request three or more letters of reference from members of the college community who are acquainted with the candidate's work. These letters should be sent to the chair of the review committee to be included in the dossier.</li> <li>iv. In consultation with the candidate for promotion, request additional reference letters from the candidate's professional community as appropriate.</li> </ul> </li> <li>B. Provided by <u>Candidate for Promotion in Rank</u> <ul style="list-style-type: none"> <li>i. Current, complete vita including transcripts if there is any post-hire academic work</li> <li>ii. Written self-evaluation, in consultation with the academic dean, addressing your strengths and areas for improvement. For significant areas that need improvement, you must articulate specific plans for addressing growth and development. Use the following format:                     <ul style="list-style-type: none"> <li>• Contribution to the college in teaching</li> <li>• Contribution to the college community</li> <li>• Contribution to your academic discipline and/or to the academic community in general</li> </ul> </li> </ul> </li> </ul> </li> </ul> |

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|   | <ul style="list-style-type: none"> <li>• Contribution to community and society</li> <li>• Contribution to church and personal faith commitment</li> <li>• Short and long-term goals</li> </ul> <p>In addition to specific quantitative criteria related to academic preparation and years of experience, decisions regarding promotion in rank are also related to various combinations of qualitative criteria. At Goshen College, a teaching institution, teaching competencies will be weighted more heavily than those of research and community service.</p>   |
| <p>January-February</p> <p><i>Dossier and recommendation sent to Dean by the first Monday in March</i></p>                | <p><b>DEPARTMENTAL COMMITTEE DELIBERATION</b></p> <ul style="list-style-type: none"> <li>➤ Chair convenes review committee, reviews dossier to see if any additional information is needed</li> <li>➤ The committee meets with candidate to review dossier materials</li> <li>➤ Committee deliberates and prepares a written recommendation. Any concerns that may delay the recommendation will be discussed with candidate at this time</li> <li>➤ Dossier and recommendation presented to the Dean by the <u>first Monday in March</u>. A cover letter directed to the Dean and the Rank and Tenure Committee with a formal recommendation regarding promotion in rank is signed by all review committee members</li> <li>➤ Dean reviews the dossier to assure completeness and accuracy</li> </ul>  |
| <p>March</p> <p><i>Recommendation from Rank and Tenure Committee sent to the Provost by the first Friday in April</i></p> | <p><b>RANK AND TENURE COMMITTEE DELIBERATION</b></p> <ul style="list-style-type: none"> <li>➤ Academic Dean presents the recommendation to the Rank and Tenure Committee</li> <li>➤ Committee deliberates and may solicit additional information and/or interview candidate. A decision may be delayed until conditions are met.</li> <li>➤ Committee provides a written recommendation to the Academic Dean, Provost and President regarding promotion in rank.</li> <li>➤ Academic Dean reports the committee's recommendation to candidate prior to any further action regarding the recommendation. If the Rank and Tenure committee gives an unfavorable recommendation, the reasons will be summarized by the Academic Dean.</li> <li>➤ Academic Dean forwards the recommendation to the Provost by the <u>first Friday in April</u></li> </ul> |

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| <p>April</p> <p><i>Provost forwards recommendation to the President by the third Friday in April</i></p> <p><i>President makes recommendation to forward/not forward to Board of Directors</i></p> | <p><b>PROVOST, PRESIDENT AND BOARD OF DIRECTORS</b></p> <ul style="list-style-type: none"> <li>➤ Provost reviews the recommendation and forwards, along with a recommendation to the President by the <u>third Friday in April</u></li> <li>➤ President reviews dossier recommendations from the Rank and Tenure Committee and Provost and reports decision to the Provost and the Academic Dean</li> <li>➤ Academic Dean informs candidate of the president's decision. If the president chooses not to forward a recommendation to the Board of Directors, the reasons will be summarized by the president. For further consideration, the faculty member may appeal via the Goshen College grievance procedure (Faculty Handbook, Section 3.XXI)</li> <li>➤ President places recommendation on agenda for May/June meeting of the Board of Directors</li> <li>➤ Applicant is informed of board action in early June; next year's contract, effective July 1, reflects the promotion.</li> </ul> |
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\*Summary of Dossier Contents:

1. Formal recommendation from Review Committee signed by committee members
2. Candidate vita
3. Candidate self-evaluation addressing strengths and areas for improvement in five major areas
4. Thorough summary by review committee chair of evaluation data collected
5. Letters of recommendation
6. Other information appropriate for committee deliberations