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## Goshen College Faculty Handbook

### Section 3: Faculty Personnel Policies

#### V. TENURE

Tenure at Goshen College is defined as an expectation of a continuing relationship between the college and a teaching faculty member in the position for which tenure is granted. Tenure should not be viewed as an absolute guarantee that a position or faculty member will not be terminated. Tenure does not guarantee a certain load or level of employment should student demand for an academic area change. It is not transferable to any other position at Goshen College without action by the Board of Directors. Tenure provides institutional protection against internal and external pressures: organizational, ecclesiastical or political, which might interfere with the quality of the teacher's work. Tenure should not be interpreted to mean (1) the attainment of perfection or (2) the protection of incompetence and mediocrity.

Tenure is not related to academic rank per se but to the following factors: academic preparation; professional experience; classroom effectiveness; overall participation in the campus community; and contributions to the church, the world of scholarship, and society.

Tenure applies to the responsibilities of the individual faculty member in a teaching role. It does not apply to administrative responsibilities. In addition, faculty members who have part-time (74% or less) contracts are not normally eligible for tenure.

In granting tenure to a faculty member, the college expects that the faculty member will continue to demonstrate excellence in her or his performance.

The academic dean and the appropriate department chair will establish tenure-track eligibility at the date of hire. The letter of hire written by the dean will inform each faculty member whether or not s/he is employed with a view to tenure.

Persons coming to Goshen College with tenure at another institution may be given tenure at the time of hiring. This decision is made by the Board of Directors upon recommendation by the president and the academic dean in consultation with the department chair.

If, after employment has begun, questions arise concerning the tenure prospects of a faculty member who has been hired with a view to tenure, the academic dean and/or department chair should counsel with the faculty member and provide advice about the specific nature of the questions or problem(s) so that faculty member can work at correcting any problem(s) in performance.

Teaching faculty hired with a view toward tenure are eligible for tenure at the end of a minimum of three years with the usual process taking place in the sixth year of teaching. The probationary period will not exceed a total of six years without an approved reason. SST leadership during the year of a tenure evaluation is one example of a reason for stopping the tenure clock. Any change in the probationary period requires action by the Rank and Tenure Committee. Normally, only faculty hired with experience at other colleges and universities with advanced professional standing will be considered for tenure at the minimum time.

In all cases, a firm recommendation for or against tenure is to be made no later than the end of the spring semester of the sixth year of the candidate's full-time service at Goshen College.

Employment termination policies are stated in IX.D of this section.

Responsibility for making tenure 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 tenure recommendations to the Board of Directors.

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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, which the committee deems necessary for its decisions.

**A. Process for Pursuing Tenure**

**1. Initiating Process that Leads to Tenure**

- a. Faculty member must meet the existing criteria for tenure
- b. Faculty tenure 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 tenure consideration to the academic dean by April 1 of the year prior to application.
- d. Academic Dean reviews the request to initiate tenure and determines that the faculty member has met the objective criteria for tenure consideration.

**2. Departmental Tenure Committee Formation**

- a. Department chair and candidate consult to form a review committee for consideration of tenure. 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, the 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 tenure, 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 last Monday in October.
- b. The completed dossier will include:
  - Cover letter that documents that the candidate meets the Faculty Handbook criteria for tenure and offers a formal recommendation from the Review Committee signed by review committee members
  - Candidate vita
  - Faith Statement Summary (from Academic Dean)
  - Candidate self-evaluation
  - 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 tenure 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.

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- d. Candidate Self-Evaluation will include:
- i. Contribution to the college in teaching
    - Demonstrate competence in teaching as well as competence 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” (Faculty Handbook, 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.
    - During compilation of the dossier for granting tenure, the Academic Dean will meet with the faculty member to review her or his faith journey since date-of-hire. The candidate is given a copy of *Confession of Faith in a Mennonite Perspective* for review and response. For the conversation, the candidate prepares a faith statement accompanied by letters from a pastor or elder and, if desired, also letters from colleagues or students. After the conversation, the Dean prepares a summary statement. If the candidate feels that this statement is not an accurate reflection, then s/he may prepare a response or provide letters from others.
    - These materials – the candidate’s faith statement, the accompanying letters and the Dean’s statement – are forwarded by the Dean to the Provost and President for

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review. The President sends the documents to designated members (one each) from the Board of Directors and the Mennonite Education Association. That group of three determines whether the expectations have been met. They may request an interview with the candidate before deciding. The decision is reported by the President to the Dean. If approval is given, the Dean provides a summary of this process for inclusion in the dossier. The review committee and the Rank and Tenure Committee can then consider this criterion to be satisfied.

- If the process concludes with the President and Board representatives not approving the candidate, then the tenure process will not proceed.

vi. Personal Goals

- 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 tenure.
- 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, request additional reference letters from the candidate's professional community as appropriate.

**4. Departmental Tenure 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 second Monday in October.
- e. Dean reviews dossier to assure completeness and accuracy

**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 conditions are met.
- c. Rank and Tenure Committee provides a written recommendation to the Academic Dean, Provost and President regarding tenure of the candidate.

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- 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 second Friday in November
- 6. Provost, President and Board of Directors**
- a. Provost reviews the recommendation and forwards, along with a recommendation to the President by the first Friday in December.
  - b. President reviews the recommendation and reports decision to the Provost and the Academic Dean by the first Friday in January.
  - 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 Goshen College 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. For further consideration, the candidate may appeal via the grievance procedure (Faculty Handbook, Section 3.XXI).
  - e. An unfavorable recommendation signifies termination after one additional contract year.

## TENURE PROCESS FOR TEACHING FACULTY

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| <p>April 1 of the year before tenure review process</p> | <p><b>INITIATING PROCESS</b></p> <ul style="list-style-type: none"> <li>➤ Determine that criteria for tenure are met</li> <li>➤ Department chair (or any tenured faculty member him/herself or the Dean) submits a nomination for tenure consideration in writing to the Dean by <u>April 1 of the year before tenure review process</u>.</li> <li>➤ Dean reviews request to initiate tenure; verifies that candidate has met the criteria for tenure consideration</li> </ul>  |
| <p>May of the year before tenure review process</p>     | <p><b>DEPARTMENTAL TENURE COMMITTEE FORMATION</b></p> <ul style="list-style-type: none"> <li>➤ Department chair will submit to the Dean for approval a suggested list of members for a review committee to consider tenure. 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. After the dean has approved this list, the department chair will form the committee.</li> </ul>   |
| <p>September – October</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.</li> <li>➤ Candidate prepares a statement regarding personal faith and contribution to the church. Candidate and Academic Dean meet to review this statement as well as the candidate's completed self-evaluation. The candidate is given a copy of <i>Confession of Faith in a Mennonite Perspective</i> for review and response. For the conversation, the candidate prepares a faith statement accompanied by letters from pastor or elder and, if desired, also letters from colleagues or students. A written statement is prepared from the Dean and signed by the president that the candidate meets the expectations for permanently employed faculty members as defined by the Mennonite Education Agency by-laws. Candidate may attach a letter of explanation if candidate believes that Dean's statement does not accurately reflect commitment to the mission of the college. The statement is processed by the president and a representative from both the Board of Directors and Mennonite Education Agency (MEA). When approval is given, the Academic Dean will submit the summary statement for the dossier.</li> </ul> <p><i>Provided by Departmental Review Committee Chair:</i></p> <ul style="list-style-type: none"> <li>➤ Documentation that the candidate meets the <i>Faculty Handbook</i> criteria for tenure</li> <li>➤ A thorough summary of multiple evaluation measures that addresses the candidate's strengths and areas for improvement based on:             <ol style="list-style-type: none"> <li>(a) student course evaluations for at least the last two</li> </ol> </li> </ul> |

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|   | <p>years</p> <p>(b) meeting with selected students</p> <p>(c) direct observation of class sessions by members of the review committee</p> <p>(d) evaluative comments from other faculty members both inside and outside of the department.</p> <p>➤ In consultation with the candidate for tenure, 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.</p> <p>➤ In consultation with the candidate for tenure, request additional reference letters from the candidate's professional community as appropriate.</p> <p><i>Provided by <u>Candidate for Tenure</u>:</i></p> <p>➤ Current, complete vita including transcripts if there is any post-hire academic work</p> <p>➤ Written self-evaluation, in consultation with the academic dean, addressing strengths and areas for improvement. For significant areas that need improvement, specific plans for addressing growth and development must be articulated.</p> <p>The following format should be used:</p> <ul style="list-style-type: none"> <li>• <i>Contribution to the college in teaching</i></li> <li>• <i>Contribution to the college community</i></li> <li>• <i>Contribution to your academic discipline and/or to the academic community in general</i></li> <li>• <i>Contribution to community and society</i></li> <li>• <i>Contribution to church and personal faith commitment</i></li> <li>• <i>Short and long-term goals</i></li> </ul> |
| <p>October</p> <p><i>Review Committee presents dossier to Academic Dean by last Monday in October</i></p> | <p><b>DEPARTMENTAL TENURE COMMITTEE DELIBERATION</b></p> <p>➤ Chair convenes review committee, reviews dossier to see if any additional information is needed</p> <p>➤ The committee meets with candidate to review dossier materials</p> <p>➤ Committee deliberates and prepares a written recommendation. Any concerns that may delay the recommendation will be discussed with candidate at this time</p> <p>➤ Dossier and recommendation presented to the Dean by the <u>last Monday in October</u>. A cover letter directed to the Dean and the Rank and Tenure Committee with a formal recommendation regarding tenure is signed by all review committee members</p> <p>➤ Dean reviews the dossier to assure completeness and accuracy</p>   |
| <p>November</p> <p><i>Recommendation from Rank and Tenure Committee sent to the</i></p>                   | <p><b>RANK AND TENURE COMMITTEE DELIBERATION</b></p> <p>➤ Academic Dean presents the recommendation to the Rank and Tenure Committee</p> <p>➤ Committee deliberates and may solicit additional</p>   |

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| <p><i>Provost by second Friday in November</i></p>   | <p>information and/or interview candidate. A decision may be delayed until conditions are met.</p> <ul style="list-style-type: none"> <li>➤ Committee provides a written recommendation to the Academic Dean, Provost and President regarding tenure.</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>last Friday in November</u>.</li> </ul>  |
| <p>December</p> <p><i>Provost forwards recommendation to the President by the first Friday in December.</i></p> <p><i>President makes recommendation to forward/not forward to Board of Directors by first Friday in January</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>first Friday in December</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 (<i>Faculty Handbook</i> III R).</li> <li>➤ An unfavorable recommendation signifies termination after one additional contract year</li> <li>➤ Academic Dean places recommendation on agenda for January/February meeting of the Board of Directors</li> <li>➤ Faculty member informed of board action after the January/February board meeting</li> </ul> |

\*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