



FACULTY HANDBOOK 2009-2010

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SECTION ONE: THE INSTITUTION

1.1 MISSION STATEMENTS

Institution

Nyack College, a Christian & Missionary Alliance educational institution, through its undergraduate, graduate, and seminary programs, pursues its historic mission of preparing men and women to “take the whole Gospel to the whole world.”

Seminary

Alliance Theological Seminary is the national seminary of The Christian & Missionary Alliance, centered in metropolitan New York with extensions in other parts of the United States and abroad. As a multicultural, evangelical seminary, ATS is committed to developing in men and women a personal knowledge of God and His work in the world in order to equip them for the ministry of the gospel of Jesus Christ and the extension of His Church.

Undergraduate Programs

Nyack College, a Christian liberal arts college of The Christian & Missionary Alliance, seeks to assist students in their spiritual, intellectual, and social formation, preparing them for lives of service to Christ and His Church and to society in a way that reflects the Kingdom of God and its ethnic diversity.

1.2 CORE VALUES

Nyack College seeks to exalt Jesus Christ and fulfill its mission by being:

Socially Relevant

Preparing students to serve in ministerial, educational, healing and community-building professions.

Academically Excellent

Pursuing academic excellence in the spirit of grace and humility.

Globally Engaged

Fostering a global perspective within a multiethnic and multicultural Christian academic community.

Intentionally Diverse

Providing educational access and support to motivated students from diverse socioeconomic backgrounds.

Personally Transforming

Emphasizing the integration of faith, learning, and spiritual transformation.

1.3 BRIEF HISTORY

Nyack College was established in 1882 in New York City and moved to Nyack, New York, in 1897, was the first Bible Institute in the United States. The college is a wholly owned subsidiary of The Christian and Missionary Alliance, its parent denomination. The institution has an urban and interdenominational outlook and commitment that encourages intellectual freedom in both faculty and the student body.

Nyack College is chartered by the Board of Regents of the University of the State of New York (1943), and is accredited by the Middle States Association of Colleges and Schools: Commission on Higher Education (1962). Nyack College (Rockland campus) is an accredited institutional member of the National Association of Schools of Music. The Association of Christian Schools International approves the teacher education program in The School of Education for teacher certification. The Social Work Department is accredited by the Council on Social Work Education. The School of Education is accredited by the National Council for the Accreditation of Teacher Education. Other schools and departments are at different stages of specialized accreditation within appropriate disciplines. The college is listed by the United States Department of Justice for training of foreign students.

Alliance Theological Seminary, a school of Nyack College, was founded as The Jaffray School of Missions (1960) and named for a veteran missionary, Robert Jaffray of The Christian & Missionary Alliance. Jaffray was renamed the Alliance School of Theology and Missions in 1974. The school is presently called Alliance Theological Seminary and is accredited by The Association of Theological Schools (1990). The seminary has campuses in Nyack, New York; New York City; Puerto Rico; and Kiev, Ukraine.

Nyack College in New York City has been granted "Center" status by the New York State Education Department. The Middle States Commission on Higher Education has designated Nyack College/New York City as a "Branch Campus" of Nyack College. One extension site offers programs of the School of Business and Leadership: the Washington, DC campus.

As of June 2003, Nyack College was restructured according to a university model with the following schools and divisions: Alliance Theological Seminary; the College of Arts and Sciences; the College of Bible and Christian Ministry; the School of Business and Leadership; the School of Education; the School of Human Services; the School of Education; and the School of Music and the Division of Community Life and Learning.

Nyack College offers undergraduate programs leading to the degrees of Bachelor of Arts, Bachelor of Science, Bachelor of Music, and Bachelor of Sacred Music. In addition, the Associate in Arts and the Associate in Science degrees are offered. Graduate degree programs include the Master of Arts, Master of Professional Studies, Master of Divinity, Master of Science and Master of Business Administration.

The Rockland County Campus is beautifully set atop the Palisades on the west bank of the Hudson River. The Manhattan Center is located in the lower Manhattan, in the heart of one of the world's greatest cities. Facilities in Washington, D.C., are located near Capitol Hill. Alliance Theological Seminary is in Upper Nyack, New York, just north of the Rockland County Campus.

1.4 STANDARDS FOR FACULTY

It is understood and agreed upon by the institution and its faculty that certain universal responsibilities inure to the faculty by virtue of the Christian faith. The faculty member is therefore responsible to support the institutional mission and vision, to fulfill the terms of any contracts, and to model the life of a professor who claims faith in Jesus Christ.

Nyack has rigorous standards for faculty members. They are expected above all to strive for excellence in the classroom. They are to place student advising among their most important tasks, and they are both encouraged and expected to grow professionally. Professional growth is evidenced by traditional scholarly research within a discipline and by the exploration of issues relating to pedagogy. These academic enterprises may take the form of scholarly publications, participation in professional organizations, public performances, and other creative accomplishments. The scholarly work of the professorate, as defined by Boyer, *Scholarship Reconsidered, Priorities of the Professorate* (1990), might be thought of as having four separate yet overlapping functions: the scholarship of discovery, the scholarship of integration, the scholarship of application, and the scholarship of teaching.

The faculty of Nyack College and Alliance Theological Seminary is composed of individuals possessing maturity of Christian experience, soundness of judgment, and professional training and skill. Their philosophy of life is in accord with established policy, aims, and objectives of the institution and with the Statement of Faith as published in *The College Catalog* or the *Catalog of The Alliance Theological Seminary*. All faculty, willingly abide by a circumspect lifestyle that includes refraining from the use of tobacco and illicit or recreational drugs. Premarital and extramarital intercourse, homosexual practice, and other forms of sexual immorality are considered outside a Christian lifestyle and are not tolerated.

By signing a contract or receiving a letter of appointment, all full-time, part-time, and adjunct faculty members affirm their support for those laws of the Constitution of the State of New York and the Constitution of the United States of America that deal with private post-secondary educational institutions (especially Section 3002 of Education Law). It is recognized that Nyack College is a school of The Christian & Missionary Alliance and receives direction from the Education Department of the C&MA.

In fulfilling its mission, Nyack College is committed to helping the community understand and appreciate the diverse ethnicities, cultures, and histories of the people represented within the college and seminary, and those outside of the community whom we hope to serve with the Gospel. Nyack College, therefore, seeks faculty with experience and background conducive to meeting this goal, and fully expects its faculty to creatively use resources (e.g. literature, media, the arts, field trips, invited speakers, area resources, etc.) to realize this goal.

1.5 ACADEMIC FREEDOM

All members of the faculty, whether tenured or not, are entitled to academic freedom.

The College has a confessional standard consistent with The Christian and Missionary Alliance and expects its teachers to subscribe to this statement in their research, instruction, and individual lives.

As long as an instructor remains within the accepted confessional basis of the institution and the Christian and Missionary Alliance, academic freedom entitles the teacher to:

- a. Freedom in research and in the publication of the results, subject to the adequate performance of other academic duties.
- b. Freedom in the classroom in discussing the subject, though the faculty member should not introduce into the classroom controversial matter, which has no relation to the subject. Faculty has the freedom to express and act upon convictions as individual citizens, although remembering that the conditions of this freedom are stated in the section entitled "Termination of Tenured Appointments."

Any member of the faculty who thinks that academic freedom has been violated by the administration shall be given the opportunity to state such a case before the Faculty Affairs Committee.

SECTION TWO: DEFINITION OF INSTRUCTIONAL AND ADMINISTRATIVE FACULTY

2.1 INSTRUCTIONAL FACULTY

The determination of faculty status and assignments of rank are made by the President and Provost in consultation with the Dean of the school or college in which the person will be teaching.

Instructional faculty are those with academic rank (Instructor, Assistant Professor, Associate Professor, Professor) whose compensation is based on the Faculty Salary Schedule; who have an appointment in an academic department; and for whom expectations for advancement are defined by expected levels of performance in teaching, scholarship/professional development, and institutional service.

Full-time instructional faculty members are expected to give a full nine months of direct professional service to the institution approximately August 15 – May 20. Faculty members are to strive to be prepared scholars in the courses they are to teach.

The standard undergraduate teaching load is 24 credits per academic year, and the standard graduate (including seminary) teaching load is 18 credits per academic year. Summer teaching is optional, unless summer is considered a semester in the contractual arrangement. No full-time faculty member may teach less than a standard load unless authorized by his/her respective Dean.

Each faculty member is to be on his/her primary campus no fewer than three days per week when school is in session. This is to include at least two days when the faculty member is available to students, for a total of ten hours per week outside of class. Modifications of this requirement may be made by the Dean of the appropriate school when a faculty member teaches on more than one campus.

Each faculty member will be available as directed by his/her respective Dean to advise students on career direction, and selection of major program(s) and courses during each registration period

Undergraduate faculty shall advise at least one student organization on request, but no faculty member is required to advise more than one student organization.

Each faculty member shall work as a member of committee(s) according to the faculty governance policy.

As directed by their respective Deans faculty members will submit course syllabi, assessment reports, information on professional accomplishments, and other data and reports related to the profession.

Faculty members will attend the annual faculty retreat, convocation, baccalaureate and commencement services, all faculty meetings, and scheduled times of registration and advisement, and are encouraged to regularly attend chapel services, and to support any spiritual emphases of the institution, including days of prayer and other spiritual services. Failure to regularly involve oneself in these events will have appropriate impact on issues of

salary, promotion, and tenure. The integration of faith and learning commits the faculty to nothing less than this.

It is understood that the faculty of Nyack College & Alliance Theological Seminary supports the general programs of the entire institution, and members will personally strive to develop professionally, intellectually, and spiritually during their time at the institution.

2.2 RANKING OF INSTRUCTIONAL FACULTY

Full Professor: A rank given to faculty who have demonstrated excellence in teaching, scholarly endeavor, and community service. The following characteristics will ordinarily be true of the full professor:

1. The appropriate doctoral degree earned at an accredited institution of higher learning. Only in exceptional and rare cases may a clearly equivalent, nationally recognized accomplishment in scholarly or professional work related to one's discipline be considered as a substitute for the doctoral degree;
2. Demonstrated excellence in classroom teaching evidenced by objective tools of student, peer, and administrative assessment;
3. A demonstration of scholarly and professional achievement. Evidence of such achievement may include one or more published books or peer-reviewed articles, and papers presented in professional conferences, academic editing, seminars conducted for professional organizations, performances, computer programs, etc.;
4. Evidence of willing support of the College and Seminary community in advisement to students and student organizations, service on committees of the faculty, and participation in activities that foster scholarly dialogue among faculty;
5. A minimum of four years of teaching experience at the college or seminary level in the rank of associate professor;
6. Evidence of ability to model and convey values that are productive for ministry and service; ongoing involvement in local church.

Associate Professor: A rank given to faculty members who have demonstrated better than average teaching, initial scholarship, and community service. The following characteristics will ordinarily be true of the associate professor:

1. The appropriate doctoral degree earned at an accredited institution of higher learning. Only in exceptional and rare cases may a clearly equivalent, nationally recognized accomplishment in scholarly or professional work related to one's discipline be considered as a substitute for the doctoral degree;
2. Demonstrate better than average classroom teaching evidenced by objective tools of student, peer, and administrative assessment;
3. A promise of scholarly achievement. Evidence of such achievement may include the submission and/or acceptance of at least one published book, peer reviewed articles, or papers presented in professional conferences, academic editing, seminars conducted, performances, computer programs, etc.;
4. Evidence of willing support of the College and Seminary community in advisement to students and student organizations, and service on committees of the faculty and participation in activities that foster scholarly dialogue among faculty;
5. Evidence of ability to model and convey values that are productive for ministry and service; ongoing involvement in local church;

6. A minimum of four years of teaching experience at the college or seminary level in the rank of assistant professor.

Assistant Professor: A rank given to faculty who have demonstrated competence in teaching, scholarly interest, and community service. The following characteristics will ordinarily be true of the assistant professor:

1. The appropriate doctoral degree earned at an accredited institution of higher learning. Only in exceptional and rare cases may a clearly equivalent, nationally recognized accomplishment in scholarly or professional work related to one's discipline be considered as a substitute for the doctoral degree;
2. Demonstrate competence in classroom teaching evidenced by objective tools of student, peer and administrative assessment;
3. Interest in pursuing scholarly achievement such as published books, peer reviewed articles, or papers presented in professional conferences, academic editing, seminars conducted, performances, computer programs, etc.;
4. Evidence of willing support of the College and Seminary community in advisement to students and student organizations, and service on committees of the faculty and participation in activities that foster scholarly dialogue among faculty;
5. Evidence of ability to model and convey values that are productive for ministry and service; ongoing involvement in local church;
6. A minimum of two years of teaching experience at the college or seminary level or significant experience in another setting requiring academic expertise.

Instructor: A rank given to entry-level faculty with promise of development in teaching, scholarship, and service to the community normally requires the possession of a master's degree or equivalent credentials. This nonprofessional rank is probationary for the inexperienced and those without a terminal degree in their field.

2.3 ADMINISTRATIVE FACULTY

The President and Provost may appoint certain academic administrators and administrative faculty. All persons named to administrative positions that are classified with faculty rank must possess the appropriate credentials and experience to warrant ranked appointment to the faculty. Administrative faculties are those whose teaching load does not exceed more than 50% of their job description. Contracts are not extended to administrative faculty for the teaching of specific courses that are part of their administrative faculty position unless they meet the above criteria. This does not preclude the issuing of contracts for adjunct teaching, overloads, teaching in the School of Adult and Distance Education, etc.

Administrative Faculty *are* eligible for tenure in their discipline and according to their academic rank, per criteria in the Tenure and Promotion Section of this Handbook. Tenure extends only to faculty status and not to administrative posts.

Administrative Faculty receive letters of appointment. Said letters of appointment are generally eleven (11) month appointments, unless otherwise noted. The letter of appointment will state the number of credits to be taught as part of the full-time position. Annual letters, indicating salary will be received no later than September 30.

It is expected that Administrative Faculty give full-time service to Nyack. For each 3 credits of teaching that are part of the Letter of Appointment, said faculty member teaches the class and counts one day [1/5] per week over the period of the course. Four days therefore would be office days with expectations of eight hours per day given to administrative work.

It is understood that Administrative Faculty are often called on for after hours work and weekend responsibilities, and these are given consideration in figuring the full-time work of the administrator. Compensatory time is individually worked out with the Provost or with the appropriate Dean of the School.

Administrative Faculty members may be required to serve on a minimum of one committee or taskforce as a part of their responsibility to Nyack.

Administrative Faculty will attend the annual faculty retreat, convocation, baccalaureate and commencement services, all faculty meetings, and scheduled times of registration and advisement. They are encouraged to regularly attend chapel services and to support any spiritual emphases of the institution, including days of prayer and other spiritual services. The integration of faith and learning commits the administration to nothing less than this.

Tenured faculty members who become Administrative Faculty retain tenure in their discipline and department.

2.4 LIBRARIANS

Initial appointment and ranking are made by the President and the Provost. Librarian faculties are notified in an official letter of appointment that becomes the basis for employment. Applications for promotion in rank are submitted during the appropriate fall semester to the Tenure and Promotion Committee for review.

Faculty status is granted to individuals in full-time professional librarian positions who hold a master's degree in library science from an American Library Association (ALA) accredited institution. By virtue of holding an ALA-accredited Master of Library Science, an administrative faculty librarian holds the terminal degree in his/her profession. Para-Professional Librarian positions would be granted faculty status upon the recommendation of the Dean of the Library and the Provost.

The President of the college, with the counsel and recommendations of the VPAA, the Promotion and Tenure Committee, and appropriate dean, recommends advances in rank to the Board of Trustees for action.

Ranking For Librarians:

Para-Professional Librarian

Shall hold a bachelor's degree and have significant work experience in a library environment, as well as administrative recommendation by the Associate Dean, Director of Library Services, based on leadership function required for the position.

Librarian I

1. Shall hold a master's degree in library and/or information science from a program accredited by the American Library Association.
2. Shall have evident ability as a librarian with substantial promise for successful professional development.

Librarian II

1. Shall hold a master's degree in library and/or information science from a program accredited by the American Library Association.
2. Shall have evident ability as a librarian with substantial evidence of professional and broad usefulness to the College and commitment to its basic goals and objectives.
3. Shall demonstrate excellence by substantial professional involvement, contributions, and achievements.
4. Shall normally have a minimum of four years of full-time experience at the rank of Librarian I.

Librarian III

1. Shall hold a master's degree in library and/or information science from a program accredited by the American Library Association.

2. Shall provide substantial evidence of professional and broad usefulness to the college and commitment to its purposes with significant promise of increasing worth.
3. Shall have demonstrated excellence by substantial professional involvement, contributions, and achievements.
4. Shall normally have a minimum of four years of full-time experience at the rank of Librarian II.

Librarian IV

1. Shall hold a master's degree in library and/or information science from a program accredited by the American Library Association.
2. Shall hold a second subject master's degree or have a significant leadership role at the state or national level.
3. Shall have demonstrated superior librarianship.
4. Shall have demonstrated dedicated service to the college and library profession.
5. Shall have a substantial record of professional publications or other professional and creative activities that have earned recognition within the profession.
6. Shall normally have a minimum of four years of full-time service at the rank of Librarian III.

Salary and Benefits for Librarian Ranks

Salary:

1. Para-professional Librarian salary would be equivalent to Instructor Level I for teaching faculty.
2. Librarian I salary would be equivalent to Instructor II Level for teaching faculty.
3. Librarian II salary would be equivalent to Assistant Professor Level for teaching faculty.
4. Librarian III salary would be equivalent to Associate Professor Level for teaching faculty.
5. Librarian IV salary would be equivalent to Full Professor Level for teaching faculty.

All professional librarians at Nyack College/Alliance Theological Seminary receive 4 weeks paid vacation and equivalent benefits package for teaching faculty. Librarians holding ranks III or IV will be eligible to apply for sabbaticals.

Librarians holding ranks III or IV will be eligible for tenure. Librarian faculty will follow tenure procedures for all faculty described in Section 6.

Criteria for Promotion of Librarian Faculty

1. Resume/Curriculum vitae including education, progress toward degree, publications and other professional participation.

2. Self-evaluation. Statement regarding the goals of the librarian for the period under review and a discussion of how those goals were achieved. Goals should be arranged under the following broad categories:
3. Professional Performance:
 - a. Evaluated positively based on annual goal-based performance appraisals
 - b. Takes Initiatives in the development of programs or projects in respective area
 - c. Keeps abreast of new developments in the field of Library Science
4. Scholarship/Professional Development:
 - a. Design and creation of tools to improve activities related to profession
 - b. Unpublished papers presented at professional meetings
 - c. Books, chapters, articles, bibliographies or reviews
 - d. Workshops presented at professional meetings
 - e. Participation in professional organizations
 - f. Leadership roles in outside professional organizations
 - g. Involvement in planning for and/or leadership in conference programs, institutes, and seminars
 - h. Awards or recognition by professional or honorary societies
 - i. Professional service on boards or committees of state, regional, national or international agencies
5. Institutional and Community Service:
 - a. Serve on committees of the faculty
 - b. Participate in activities that foster scholarly dialogue among faculty
 - c. Model and convey values that are productive for ministry and service
 - d. Involvement in local church.
6. The achievement of these goals may be supported by reference to other sections in this review document.
7. Evidence of spiritual modeling, local church involvement, spiritual mentoring/discipling, and Christian service.
8. A representative sampling of student evaluations and syllabi of courses taught over the last three years, when applicable.
9. A description of service to the College community, including committees served and tasks accomplished, public relations activities, and any other involvement deemed significant by the candidate. Such service may be supported by a peer letter if the candidate so desires.
10. Letter(s) addressed to the committee from superior and/or peer(s), which evaluate the work of the faculty member. This may also include testimonials from persons external to the college, such as pastor or professional peers.

2.5 CO-CURRICULAR FACULTY

Those whose compensation is based on the Faculty Salary; who have either administrative or administrative and teaching roles in the co-curricular area; who partner with faculty to integrate their area of service with academic requirements and standards and for whom expectations for advancement are defined by expected levels of performance and professional development, and institutional service.

Initial appointment and ranking are made by the President, Provost or a Vice President. Directors are notified in an official letter of appointment that becomes the basis for employment. Applications for promotion in rank are submitted during the appropriate Fall semester to the Tenure and Promotion Committee for review.

Faculty status is granted to individuals in a full-time Director position who hold the appropriate requirements for their area of leadership.

Ranking For Co-Curricular Faculty Directors:

Director I

1. Shall hold a master's degree plus two years professional and management experience. Professional contributions and achievements are expected for promotion beyond Director I.

Director II

1. Shall hold a master's degree plus four years experience in a related field or four years as Director I or with equivalent experience. Shall have evident ability as a Director with substantial evidence of professional and broad usefulness to the College and commitment to its basic goals and objectives. Shall demonstrate excellence by substantial professional involvement, contributions and achievements.

Director III

1. Shall hold a master's degree plus four years experience in a related field or four years as Director II or with equivalent experience.
2. Shall provide substantial evidence of professional and broad usefulness to the college and commitment to its purposes with significant promise of increasing worth.
3. Shall have demonstrated excellence by substantial professional involvement, contributions, and achievements.

Director IV

1. Shall hold a Doctorate degree or a master's degree plus 7-10 years experience in related field or as Director III or with equivalent experience.
2. Shall have demonstrated superior leadership.
3. Shall have demonstrated dedicated service to the college.
4. Shall have a substantial record of professional and creative activities that have earned recognition within the profession.

The President of the college, with the counsel and recommendations of the Provost, the Promotion and Tenure Committee, and appropriate dean, recommends advances in rank to the Board of Trustees for action.

Salary and Benefits for Co-Curricular Faculty

Salary:

1. Director I salary would be equivalent to Instructor I Level for teaching faculty
2. Director II salary would be equivalent to Assistant Level for teaching faculty
3. Director III salary would be equivalent to Associate Level for teaching faculty
4. Director IV salary would be equivalent to Full Professor Level for teaching faculty

All Co-Curricular Faculty Directors at Nyack College/Alliance Theological Seminary receive 4 weeks paid vacation and equivalent benefits package for teaching faculty. Directors holding ranks III or IV will be eligible to apply for sabbaticals.

Co-Curricular Faculty Directors holding rankings III or IV will be eligible for tenure. Co-Curricular Faculty Directors will follow tenure procedures for all faculty described in Section 6.

Criteria for Promotion

1. Resume/Curriculum vitae including education, progress toward degree, and other professional participation.
2. Self-evaluation. Statement regarding the goals of the Co-Curricular Faculty Director for the period under review and a discussion of how those goals were achieved. Goals should be arranged under the following broad categories:
 - A. Professional Performance:
 - a. Positive evaluation based on annual goal-based performance appraisals
 - b. Initiatives taken in the development of programs or projects in respective area
 - c. Keeps abreast of new developments in the Co-Curricular Faculty Director's respective field
 - B. Scholarship/Professional Development:
 - a. Design and creation of tools to improve activities related to profession
 - b. Workshops presented at professional meetings
 - c. Participation in professional organizations
 - d. Involvement in planning for and/or leadership in conference programs, institutes and seminars
 - e. Awards or recognition by professional or honorary societies
 - C. Institutional and Community Service:
 - a. Service on committees of the faculty

- b. Participation in activities that foster scholarly dialogue among faculty
 - c. Model and convey values that are productive for ministry and service
3. A representative sampling of student evaluations and syllabi of courses taught over the last three years (when applicable).

SECTION THREE: FACULTY GOVERNANCE

3.1 FACULTY'S ROLE IN GOVERNANCE

The faculty is duly organized under the President. It has power to adopt and enforce such regulations as may be deemed expedient for its organization. Accurate records of all faculty actions are kept by the Secretary of the Faculty.

Recognizing that current practice in higher education argues for the involvement of faculty in broad institutional matters while, at the same time, affirming that faculty should focus primarily on academic concerns, the following principles concerning the role of the faculty in governance of the Institution have been adopted.

The faculty of the Institution as a whole shall not deal routinely with matters of institution-level policy; instead, the faculty shall participate in institution-wide matters through Institutional Assessment Committee and, from time to time, through such official action as resolutions or recommendations that the faculty may deem appropriate. The Institutional Assessment Committee is composed of the Provost, the Assistant Provost, the Director of Institutional Research and the Administrative Assistant to the Provost. The Committee meets at least once a month and at least once a year with every department (academic and administrative) in the Institution. Minutes of all of this administrative committees is posted on files.nyack.edu (W-drive) by the Administrative Assistant. Hard copies of these minutes are kept on file by the Office of the Provost and Vice President for Academic Affairs for a period of ten years and then placed in institutional storage. Copies of these minutes may be reviewed in the Office of the Provost and the Vice President for Academic Affairs by request. An index of actions of the Board of Trustees is kept on file in the President's Office and may be viewed by the faculty by request.

The faculty are responsible for determining the curricular and graduation requirements and the general academic life of the Institution. Thus, they shall direct their primary efforts toward such academic matters such as curriculum, academic policies, methods of instruction, admission requirements, graduation requirements, faculty welfare, faculty professional matters, the faculty organizational structure, and those aspects of student life that relate to the educational process. In the event the President and/or Board of Trustees should exercise their right to disallow the faculty's decisions on these matters, the Provost will address these issues.

Since the question of faculty status and related matters, both in terms of policy and implementation (including appointments, re-appointments, decisions not to re-appoint, promotions, the granting of tenure, and issues of discipline and dismissal) are areas of joint responsibility of the faculty, administration and Board of Trustees, the faculty, through appropriate governance channels, should make recommendations concerning these matters to the administration and Board of Trustees. In the event that the President and/or Board of Trustees should disapprove of these recommendations, the Provost will explain their reasons to the entire faculty in the case of policy recommendations.

3.2 FACULTY HANDBOOK AS THE GOVERNING DOCUMENT

The Faculty Handbook is the governing document of the faculty. Any changes of the Faculty Handbook approved during the course of an academic year will become operational as of the beginning of the fall semester of the following academic year unless otherwise announced. These approved changes will be incorporated into the Faculty Handbook over the summer months and a revised edition will be distributed to the faculty at the beginning of the fall semester. Changes in the Faculty Handbook can only be made in line with the following provisions:

Board of Directors of the Christian and Missionary Alliance Initiated Changes

The Institution is a school of the Christian and Missionary Alliance. Thus, the Board of Directors of the Christian and Missionary Alliance may initiate changes that impact policies outlined in the Faculty Handbook, as well as other domains. In the recent past, this Board has done so infrequently. Should they decide to exercise their prerogative in relation to the Faculty Handbook, their decision will be announced to the faculty and implemented at the beginning of the following fall semester unless otherwise noted. For the change to be valid, it must be properly documented with the following notation (date of approval, Board of Directors of the Christian and Missionary Alliance).

Board of Trustees Initiated Change

As previously noted in areas dealing with personnel matters, faculty share joint responsibility with the administration and the Board of Trustees. In this area, faculty may recommend policy changes to the administration and the Board. However, it is also the prerogative of the Board to initiate changes in personnel policies, especially as they pertain to financial matters, spelled out in the Faculty Handbook, while leaving the issue of how to administer the policy procedurally in the hands of the faculty. (The terms of the yearly contracts once issued will not be affected.) Should the Board exercise this prerogative, it will be announced to the faculty and implemented at the beginning of the following fall semester unless otherwise noted. For the change to be valid, it must be properly documented with the following notation (date of approval, Board of Trustees).

Administratively Initiated Change

Modification of a policy or procedure or announcement of a new one in a strictly administrative area, such as emergency services, may be made administratively. In such cases, unless otherwise noted and announced, the change will go into effect at the beginning of the fall semester of the following year.

An approved change must be submitted to the Office of the Provost and Vice President for Academic Affairs by July 1 for inclusion in the Faculty Handbook, which will be issued at the beginning of the following fall semester. For the change to be valid, it must be properly documented with the following notation: (date of approval, title of the administrator or name of the administrative group approving this change). Dated minutes of the administrative group should show the approval of this change.

This provision pertains to all of the administrative offices and committees. It is also relevant to the Academic Administrative Council in areas of certain procedural matters in which they may make final decisions that do not need to be brought to the Faculty Assembly for a vote.

Faculty Committee and Faculty Assembly Initiated Change

New proposals or modifications of current provisions in the Faculty Handbook under the purview of the faculty must be routed through all of the governance steps delineated in the section on Faculty Governance in the Faculty Handbook. A particular proposal may need to be approved by several groups. At each level, dated minutes of the governance body should show action on the change. In passing a proposal to the next level, the department chair, dean or committee chair should sign and indicate the date of action on the Proposal Cover Sheet (see Appendix, also available in files.nyack.edu [W-drive]). The proposal should not be considered at the next level without such confirmation.

In order for a proposal related to the Faculty Handbook to be valid after Faculty Assembly approval, the Secretary of the Faculty must submit it (after adding the additional documentation of faculty approval) to the Office of the Provost and the Vice President for Academic Affairs by July 1 for inclusion in the new edition of the Faculty Handbook that will be issued at the beginning of the fall semester. On the basis of information from the Proposal Cover Sheet, the Secretary of the Faculty will type in to the final document the proper documentation notation (date of approval by the first governance body, name of the body; date of approval by the second governance body, name of the body; etc.). Unless otherwise noted and announced, each change will become effective at the beginning of the following fall semester.

If a proposed change to the Faculty Handbook is of such a nature that either the administration and/or the Board of Trustees must also approve it (financial or personnel matters, for example), and it has not been pre-approved by the administration and/or Board of Trustees, the Secretary of the Faculty will submit the proposal to the appropriate person or group, follow up on the reply, notify the faculty as to whether or not the proposal is accepted and if accepted, submit it with the Proposal Cover Sheet to the Office of Provost and Vice President for Academic Affairs by July 1 for inclusion in the next edition of the Faculty Handbook. The Secretary of the Faculty should add the proper documentation as aforementioned.

Invalid Changes of the Faculty Handbook

Changes in the Faculty Handbook that do not follow the aforementioned governance routes and/or do not include proper documentation are deemed to be invalid.

Many difficulties in proper routing and approval can be prevented. Individuals at all steps of the process are encouraged to call attention to any lapses in following procedure as proposals are routed.

Any faculty member or administrator, who may remain anonymous, except to the President of the Faculty, may raise a question about a failure to follow a step(s) in the governance process and/or missing documentation. Such claims should be specified in writing to the President of the Faculty. The latter, with the help of the Secretary of the Faculty will investigate the problem within a reasonable time frame by examining minutes and communicating with appropriate chairs, deans, administrators or other individuals involved. The Parliamentarian will also be asked to examine the evidence in the case of major issues or if there is disagreement in the conclusion of the President of the Faculty and the Secretary of the Faculty.

The President of the Faculty will inform in writing both the petitioner and any other person(s) involved of the conclusion of the investigation. If the petitioner or the other

person(s) involved believe that the conclusion reached by the President of the Faculty and the Secretary of the Faculty (and possibly the Parliamentarian) is not in line with the provisions of the Faculty Handbook, then either of the parties may appeal the decision to the Faculty Affairs Committee within two weeks of the receipt of the letter from the President of the Faculty. The party must also inform the President of the Faculty of the appeal.

Once again, the original petitioner may remain anonymous, except to the Chair of the Faculty Affairs Committee. This Committee will consider the appeal within a reasonable time frame. The result of the investigation by this Committee will be communicated to all parties, including the President of the Faculty.

Either the original conclusion of the investigation, or if relevant, the conclusion following the appeal will be disposed of in the following manner:

- If everything is acceptable except for missing documentation, the President of the Faculty will inform all faculty by e-mail, or if relevant, only the faculty within a school/college/division, of the correct documentation. Furthermore, the Office of the Provost and Vice President for Academic Affairs will be notified so that the correct documentation can be added to the Faculty Handbook.
- If the finding is that some step(s) in the governance process has been wrongly taken or missed, then the disputed section will be declared null and void. Faculty will be notified of this by the President of the Faculty by e-mail, and the Office of the Provost and Vice President for Academic Affairs will be asked to remove the disputed section from the Faculty Handbook.
- If, at a later point, the disputed section is correctly routed through the governance process and properly documented, then it may be placed back into the Faculty Handbook.

3.3 THE STUDENT CATALOGS AS A RECORD OF FACULTY ACTIONS

The various student catalogs of the Institution are also a record of faculty actions in areas of curriculum and academic policy. All changes in these documents must be approved through proper governance channels, documented in appropriate minutes and accompanied by the Proposal Cover Sheet. (Available in files.nyack.edu [W-drive].)

Catalog changes that may be made by a department and school/college/division, once approved, with the Proposal Cover Sheet attached, will be routed before the announced deadline to the person responsible for revising the catalog by either the department chair or the dean.

In the case of catalog changes requiring the vote of the Faculty Assembly, once approved, the Secretary of the Faculty will route the approved changes, with the Proposal Cover Sheet attached, to the person in charge of catalog revisions prior to the announced date.

If a change appears in a catalog that has not gone through proper governance channels, it may be declared as an invalid change. (See section on Invalid Changes.) Such a change will be considered valid from a student perspective only for that catalog year and will be withdrawn from future catalogs. Once it has been routed through the proper governance process and approved, it may be placed back in the catalog.

3.4 OTHER FACULTY PROPOSALS, RESOLUTIONS OR RECOMMENDATIONS

At times, faculty may approve a proposal, a resolution, or a recommendation that neither involves a change in the Faculty Handbook, nor a change in one of the institutional catalogs. In such a case, the matter will be documented in the Faculty Assembly minutes. The Secretary of the Faculty, or the President of the Faculty, if so directed, will take/send the proposal to the specified person or groups indicating that it comes with the vote of the faculty and, if relevant, with the approval of an appropriate committee. The person submitting the proposal (Secretary of the Faculty or President of the Faculty) will engage in any necessary follow-up and report back to the faculty.

3.5 PRESIDENT OF THE FACULTY

Function: The President of the Faculty represents the faculty in administrative contexts, presides over the Faculty Assembly and helps ensure the functioning of the governance structure.

Responsibilities: The President of the Faculty serves as the chief liaison of the faculty to the administration. As such, the President of the Faculty serves on the Academic Administrative Council and on the Committee on Academic Affairs of the Board of Trustees. Moreover, the President of the Faculty is an ex officio member of the Faculty Affairs Committee and presides over the Faculty Assembly.

It is the responsibility of the President of the Faculty to represent the interests of the faculty to the administration. The President of the Faculty should solicit input from the faculty during assembly meetings and as necessary, in other ways.

The President of the Faculty will also report back to faculty with regard to issues raised in administrative contexts that may be of interest to the faculty. This will be primarily accomplished at Assembly meetings, and as necessary, through e-mails or reports.

In regards to Faculty Assembly meetings, the President of the Faculty will make recommendations to the Provost and the Vice President for Academic Affairs as to the time needed for meetings and other appropriate accommodations.

The President of the Faculty will receive all proposals at least two weeks prior to an assembly meeting. After checking that they meet all of the standards for proposals, he/she will develop an agenda. If a heavy load of business is scheduled for a Faculty Assembly, the President of the Faculty may postpone to a later assembly meeting reports by administrators or by committee chairs who do not have a proposal at the particular time.

The President of the Faculty also helps to ensure that the governance structure is running smoothly. In this regard, the President of the Faculty is to do the following:

- Remind committee chairs, department chairs and deans to submit to the Secretary of the Faculty the names of individuals who are authorized to post minutes on files.nyack.edu (W-drive) for that year. These names should be submitted no later than September 7.
- Remind chairs of committees that their agenda for the year must be sent to the faculty and posted on files.nyack.edu (W-drive) by October 15. (See Guidelines Governing Faculty Committees.) Follow up with them if necessary.
- Remind committee chairs (if necessary) to meet regularly and meet their responsibilities. Follow up with them if necessary.
- Remind committee secretaries to post their minutes and follow up with them if necessary.
- Remind deans and department chairs to post minutes of their meetings and/or meet regularly. Follow up with them if necessary.

- Remind faculty of deadlines and procedures to follow in submitting proposals. Also

maintain the standards laid out in the Faculty Handbook in regard to proposals.

- Remind chairs of faculty committees that a final year-end report summarizing the activities and accomplishments of their committees is to be written by the chair and is to be submitted to the Secretary of the Faculty by July 1.
- Handle any claims of invalid changes of the Faculty Handbook (See Faculty Handbook As The Governing Document.) and invalid changes in the student catalogs. (See The Student Catalogs As A Record Of Faculty Actions.)
- Oversee the overall functioning of the governance structure and encourage and support all faculty in following governance procedures. Report any difficulties to the Chair of the Faculty Affairs Committee. This Committee is responsible for resolving any technical governance disputes or difficulties.

Election: The President of the Faculty is to be a full-time teaching faculty member who will be elected by the faculty at the time of faculty elections for a term of two years. The term will end at the conclusion of the May Faculty Assembly of the person's second year in office. The new President of the Faculty will take over at that point. Every two years, the candidate will come from a different campus (Manhattan, Rockland [Nyack College and Alliance Theological Seminary combined]) and from different schools/divisions. Other qualifications are spelled out in the section on the Nominations and Elections Committee. Each candidate for this position will write his/her philosophy, approach, goals and vision in serving in the position of President of the Faculty, as well as submit a curriculum vitae. (For details, see section on the Nominations and Elections Committee.)

Compensation: The President of the Faculty is compensated for serving the faculty in this capacity. Currently, this compensation is the equivalent of the pay for an overload of two courses (equivalent to 3 credits each) for the year.

The President of the Faculty may elect to have release time from a course(s) (3 credits) for either one or two semesters in lieu of the extra compensation. If this option is chosen, the compensation will be used to hire an adjunct for the class(es) the President of the Faculty would otherwise teach. The President of the Faculty should inform the Provost and the Vice President of Academic Affairs of his/her choice.

The President of the Faculty is also provided with secretarial help.

Accountability: The President of the Faculty is accountable to the faculty.

3.6 SECRETARY OF THE FACULTY

Function: The Secretary of the Faculty is the chief record keeper and monitor of the records of the business of the faculty. He/she also takes, sends to the faculty and posts minutes of the Faculty Assembly.

Responsibilities: The Secretary of the Faculty has the following responsibilities:

- Submit to the Information Technology Services Department the names of the individuals who are authorized to post minutes on files.nyack.edu (W-drive). Generally, this will be done once or twice a year (by September 15 initially).
- Monitor the posting of faculty committee minutes. Send on initial reminder to all or some committees that need a reminder to post their minutes and/or to meet regularly. Alert the President of the Faculty if problems continue.
- Monitor the posting of minutes of meetings of schools/divisions and departments. Send on initial reminder to post their minutes and/or to meet regularly. Alert the President of the Faculty if problems continue.
- Send Faculty Assembly minutes within four weeks after a Faculty Assembly meeting and, as a courtesy, another e-mail of the minutes one week before the next Faculty Assembly meeting. Following approval of the minutes, post them on files.nyack.edu (W-drive) within two weeks.
- Submit proposals/resolutions approved by the Faculty Assembly to the appropriate person: Faculty Handbook proposals to the Office of the Provost and Vice President for Academic Affairs by July 1, catalog proposals to the person responsible for making catalog changes (date as announced yearly) or to the person/body as directed by the faculty (date as determined by the faculty).
- Send to the faculty, in time for the August Faculty Assembly, the yearly summaries of the accomplishments of the past year of the various faculty committees that have been prepared by the respective chairs. The absence of any summaries will be duly noted.
- Send to the faculty, in time for the August Faculty Assembly, a list of how many times each faculty committee met month by month during the previous academic year. This list is prepared by the assigned faculty secretary.
- Keep records of all faculty committee service both by committee and faculty members, as well as records and forms pertaining to the nomination process.
- Assist the President of the Faculty in reviewing any claims of invalid changes in the Faculty Handbook (See Faculty Handbook As The Governing Document.) and invalid changes in the student catalogs. (See The Student Catalogs As A Record Of Faculty Actions.)
- Ensure that the Information Technology Services Department burn a CD between May 15 and June 30 of all faculty related minutes for the last academic year (July 1 on) posted on files.nyack.edu (W-drive). Preserve this CD in a separate location from that of the assigned faculty secretary.
- Oversee the faculty secretary assigned to assist the Secretary of the Faculty in

his/her responsibilities.

- Ensure that hard copy minutes of all faculty committees and Faculty Assembly meetings are properly kept in binders in the assigned faculty secretary's office for a period of ten years and then transferred to institutional storage.
- Ensure successful transfer of all faculty records and CD's when his/her term is finished or relevant faculty records when there is a change in the assigned faculty secretary.

Election: The Secretary of the Faculty is to be a full-time teaching faculty member who will be elected by the faculty at the time of faculty elections for a two year renewable term. The term of office ends June 30 at the end of two years. This ending date allows the Secretary of the Faculty to complete the process of submitting approved proposals for Faculty Handbook changes by July 1.

Compensation: The Secretary of the Faculty is compensated for serving the faculty in this capacity. This compensation is equivalent to an overload of one courses (3 credits). The Secretary of the Faculty may elect to have release time from a course(s) (3 credits) for one semester per year in lieu of extra compensation. The Secretary of the Faculty should inform the Provost and Vice President of Academic Affairs of his/her choice.

The Secretary of the Faculty is also assigned a faculty secretary to assist him/her.

3.7 FACULTY ASSEMBLY

Function: The Faculty Assembly is the highest decision making body of the faculty.

Attendance: Attendance at Faculty Assemblies is required of all full-time faculty members. Attendance sheets will be made available by the Secretary of the Faculty. It is the responsibility of each faculty member to sign these attendance sheets. If faculty members need to be absent for extenuating circumstances, they should contact their dean and obtain approval for missing the meeting. The names of faculty who do not attend will be sent by the Secretary of the Faculty to their dean, who is responsible to place a note to this effect in each faculty member's file if the faculty member did not have approval for the absence.

Part-time faculty members are welcome to attend, but may not vote.

All administrators, including deans and associate deans, are not to attend the business part of the Faculty Assembly. Administrators may be invited to make reports prior to the business section of the meeting. Other administrators are welcome to come to listen to these reports and are expected to leave once the business section begins. In the event that an administrator, including a dean, is needed to present a report and answer questions in regard to a proposal, the administrator will be invited ahead of time by the President of the Faculty to make the report. However, he/she is expected to leave prior to deliberations and a vote on the proposal.

Staff members are not to attend meetings of the Faculty Assembly.

Guidelines Governing Faculty Assemblies

Time: The Faculty Assembly will normally take place three times a year in August, January and May on dates that faculty are free from teaching responsibilities. Generally, the meeting will take no longer than two hours. However, the time may be lengthened if the amount of business requires such an extension.

Location: During the course of a year, Faculty Assembly meetings will be held both in Manhattan and Rockland.

Agenda: The agenda for the Faculty Assembly will be developed by the President of the Faculty. This agenda, along with proposals for faculty consideration that have been reviewed by the President of the Faculty for conforming to proposal guidelines and having documentation of prior approval(s), will be sent by the President of the Faculty by e-mail to all full-time faculty members at least one week before each assembly meeting. Any item arriving late (See section on Proposals and the section on Procedures for Proposals) will be held over until the next assembly meeting, unless the faculty votes to consider the item as an emergency.

The agenda for each meeting of the Faculty Assembly is as follows:

1. Call to Order
2. Prayer
3. Announcements
4. Approval of the Minutes
5. Reports

6. Unfinished Business

7. New Business

8. Adjournment

9. Post Adjournment Business

The President of the Faculty will make every effort to allot some time at lunch, a coffee break or at the conclusion of the May Faculty Assembly for brief meetings of the newly constituted faculty committees. Representatives of the Nominations and Elections Committee will convene these meetings to elect a new or re-elect the current chair in line with the guidelines laid out under the responsibilities of the Nominations and Elections Committee.

If time is of essence, at least the Faculty Affairs Committee should be convened for this purpose, if at all possible.

The President of the Faculty must ensure that any committee that is not convened in the May Faculty Assembly will be given time to convene during the August Assembly meeting. In the meanwhile, should a committee not have a newly elected chair, a chair temporarily appointed by the President of the Faculty from the committee will call and preside over any emergency meeting of the committee over the summer months.

Proposals: A proposal brought by a committee to the Faculty Assembly needs to be drafted in the form that it will appear in the Faculty Handbook or one of the institutional catalogs or as a proposal, resolution or recommendation that will be directed to a person or a governance body. It should be accompanied by a supporting rationale and supporting data (if relevant). It should also include appropriate documentation of the approval process the proposal has undergone and be accompanied by a Proposal Cover Sheet. (Available on files.nyack.edu, W-drive.) (See section on Faculty Committee and Faculty Assembly Initiated Changes and Procedures for Proposals.)

The proposal must be submitted as a "Microsoft Word" document to the President of the Faculty at least two weeks prior to the date of the Faculty Assembly. A proposal submitted for a vote in the January meeting must arrive at least two weeks before the beginning of the Christmas break. Proposals that are not accompanied by a Proposal Cover Sheet, have not adhered to proposal guidelines, do not have proper documentation of prior approval(s) or that have arrived late will not be placed on the agenda.

The agenda and proposals meeting the guidelines will be e-mailed to the faculty by the President of the Faculty at least one week before the Faculty Assembly.

The Secretary of the Faculty will submit Faculty Handbook related proposals approved by the Faculty Assembly to the Office of the Provost and Vice President for Academic Affairs as soon as possible, but no later than July 1, approved catalog changes to the person responsible for making such changes, and other proposals and resolutions to the appropriate persons or groups. Prior to doing so, he/she will document faculty approval on the Proposal Cover Sheet and add appropriate documentation for any proposal that constitutes a change in the Faculty Handbook. (For additional details, see section on Faculty Committee and Faculty Assembly Initiated Change).

Committee Reports: At Faculty Assemblies the chairs of each standing committee may give a report on the work of the respective committee. Chairs should contact the President of the Faculty at least two weeks prior to an assembly meeting to be put on the agenda.

Other Reports: Reports of the Provost and Vice President for Academic Affairs and the Vice President and Treasurer will be included on the agenda if time permits, and reports of special committees, faculty representatives on administrative committees, and other administrative officers will be placed on the agenda at the request of either the faculty or the respective officers and representatives at least two week prior to a Faculty Assembly.

Faculty Assembly Minutes: The minutes of the Faculty Assembly will be kept by the Secretary of the Faculty. They will be sent to the faculty by e-mail within four weeks after an assembly meeting and once again sent by e-mail as a courtesy at least one week prior to the next assembly meeting.

Once a set of minutes has been approved by the faculty, the Secretary of the Faculty will post the minutes on files.nyack.edu (W-drive) and place a hard copy in the records kept in the assigned faculty secretary's office.

The Secretary of the Faculty will also ensure that the President of the Faculty receive a hard copy (amended, if relevant) of each proposal approved by the Faculty Assembly as soon as possible after the Assembly. All proposals are routed to the appropriate person/office or governance group by the Secretary of the Faculty. (See section on responsibilities of the Secretary of the Faculty.)

Chair of the Faculty Assembly: The President of the Faculty, or in the person's absence, a substitute designated by the President of the Faculty, will preside at Faculty Assembly meetings. (Other responsibilities of the President of the Faculty are discussed in the section on President of the Faculty.)

Secretary of the Faculty: The Secretary of the Faculty is responsible for taking and distributing minutes of Assembly meetings and routing of proposals approved by the faculty. (Other responsibilities of the Secretary of the Faculty are discussed in the section on Secretary of the Faculty.)

Parliamentarian: The Parliamentarian is responsible for calling attention to rules of order, answering parliamentary questions and helping resolve parliamentary disputes in deliberations during Faculty Assemblies.

Quorum: A quorum of fifty percent of full-time faculty plus one additional faculty member is necessary at the time of the vote for an action to be taken at Faculty Assembly meetings. A two-thirds vote will be necessary to pass proposals in the following matters: Changes in the Faculty Handbook, curricular, and personnel matters. Official votes will be

postponed in the absence of a quorum; otherwise, they will not be considered valid.

Rules of Order: The most recent edition of Robert's Rules of Order is the parliamentary authority on all matters, unless otherwise specified in the Faculty Handbook, for meetings of the Faculty Assembly.

3.8 OTHER MEETINGS OF THE FACULTY

School/college/division and department meetings are scheduled by each respective body.

In addition to Faculty Assembly meetings, other institution-wide or campus-wide meetings of the faculty may be held. They include the following:

Faculty Workshops

A Faculty Workshop is always held at the beginning of the academic year. A second Faculty Workshop may also be held at the beginning of the second semester. Attendance at these meetings is mandatory. Faculty who need to be absent for extenuating circumstances should contact their dean.

Open Hearings

Open hearings may be called at an appropriate time by a chair of a faculty committee or task force, or by the President of the Faculty. This mechanism may be used to get preliminary faculty reaction to major proposals or input on significant matters. No official binding votes will be taken at these meetings.

Conveners of such hearings are encouraged to consider the possibility of holding campus-specific hearings for ease of faculty attendance. While faculty are highly encouraged to attend, they are not required to do so.

Campus Specific Meetings

The administrator in charge of oversight of a campus location may call a meeting of all of the faculty in that campus location to consider matters pertinent to the particular campus. No official binding votes will be taken at these meetings.

The administrator calling the meeting will indicate whether attendance is required or voluntary. In the case of required attendance, faculty who need to be absent for extenuating circumstances should contact the administrator in charge of the meeting.

Faculty Development Meetings/Seminars

Faculty development meetings/seminars may be scheduled in conjunction with the Faculty Workshop at the beginning of a semester either in August or January, in which case seminar/workshop attendance is required.

If faculty development/seminars are held at other times, they will be considered to be voluntary unless declared as mandatory by the Provost and Vice President for Academic Affairs.

In the case of all faculty development meetings/seminars in which attendance is required, faculty members should contact their dean if they need to be absent due to extenuating circumstances.

3.9 FACULTY ELECTIONS, DECLINATIONS OF NOMINATIONS AND RESIGNATIONS FROM COMMITTEES

Determination of the Number of School/College/Division Representatives on Faculty Committees

By September 15 of each year, the Chair of the Nominations and Elections Committee will confirm whether or not a school/division should be allotted additional or fewer representatives on faculty committees due to an increase or a decrease in the number of full-time faculty in the particular school/division.

For each additional six fulltime (and any other faculty who are contractually obligated to serve on committees) undergraduate faculty beyond the base level, a school/division is allowed an additional representative in the following committee:

Undergraduate Curriculum and Assessment Committee

For each additional seven fulltime (and any other faculty who are contractually obligated to serve on committees) undergraduate and graduate faculty beyond the base level, a school/division is allowed an additional representative in the following committees:

Faculty Affairs Committee
Nominations and Elections Committee
Institution-Wide Tenure and Promotion Committee

In each of the aforementioned categories, a decrease to the next base level will result in a decrease in one representative. However, at the lowest base level, as indicated in the description of the membership of the committee(s), one representative is allotted.

It should be noted that full-time faculty who are not on tenure track are not counted in calculating the number of representatives each school/college has on the Institution-wide Tenure and Promotion Committee. They are counted in the case of other committees.

Deans and Associate Deans are never counted in determining the number of representatives on any faculty committee. In addition, fulltime faculty in distant locations beyond Rockland and Manhattan are not counted since their distance from these sites precludes their service on faculty committees.

By September 15, the Chair will review and confirm the necessity of adding or decreasing any additional faculty representatives with the Chair of the Faculty Affairs Committee. The Chair of the Nominations and Elections Committee will incorporate these changes into the internal record keeping forms of the faculty secretary who assists the Secretary of the Faculty. These new slots will be included in the elections that will be held during that academic year. The Chair of the Nominations and Elections Committee will also ask the Secretary of the Faculty to modify the relevant pages of the Faculty Handbook and include the following notation (date of change, Chair of Nominations and Elections Committee, Chair of the Faculty Affairs Committee.) The Secretary of the Faculty will submit these modifications to the Office of the Provost and Vice President for inclusion in the next edition of the Faculty Handbook that will be published the following August.

As graduate programs significantly expand in numbers of faculty or a new graduate program is added, the Faculty Affairs Committee will need to review and propose to the Faculty Assembly how membership on the Graduate Curriculum Committee should be revised.

Terms of Office

All faculty positions in the governance system (except deans, associate deans and department chairs) are filled by faculty election to two-year renewable terms beginning at the close of the May Faculty Assembly (the Secretary of the Faculty's term starts July 1) with a maximum of two successive terms, with the exception of the following positions: The President of the Faculty serves for a two-year term without a successive term. The Secretary of the Faculty and the Parliamentarian may serve successive terms without limit.

No administrative faculty member serving in a position of associate dean or higher may serve in an elected, non ex officio faculty position. All ex officio positions, including those filled by elections, are exempt from this provision.

Two members from the same family may not serve on a committee or task force at the same time.

Faculty who are planning to be on a sabbatical or other leave will not be elected to serve on a committee for the affected year. However, if the faculty member is already on a committee, the committee chair may ask the Chair of the Nominations and Elections Committee to appoint a temporary replacement (with his/her agreement) from the same school/division. The replacement faculty member will not lose any rights in regard to serving full terms of office on this committee in his/her own right.

Declination of Nomination to a Committee or Service on a Task Force

Since all faculty are expected to serve on a committee, declination of a nomination to a position, a committee or task force may occur only within certain parameters.

Faculty may decline nomination to the following positions which demand specific abilities and/or time commitments:

President of the Faculty
Secretary of the Faculty
Parliamentarian

Declining nominations for other committees may be needed at times in order to balance out various responsibilities. However, once a faculty member has not served in one of the aforementioned governance positions or on an institution-wide faculty committee or task force for two consecutive years, the faculty member may not refuse nomination to an institution-wide committee or service on a task force.

A declination is also possible in an exceptional emergency situation.

Declination of a Nomination to Chair a Committee

Ordinarily as part of committee service, faculty are expected to be open to the position of chairing a committee, should the committee members nominate them to do so. A faculty member may decline a nomination to serve as a chair if he/she has served as a chair of a committee or task force consecutively in the last three years. A declination is also possible in an exceptional emergency situation.

Resignation From a Committee

Once on a committee, a faculty member may resign only in the case of an exceptional

emergency situation. He/she must send a letter requesting approval for a resignation to the Chair of the Faculty Affairs Committee with a copy to the chair of his/her committee. Once approval has been granted by the Faculty Affairs Committee, a copy of the approval letter will be sent to the faculty member, the chair of his/her committee and the Chair of the Nominations and Elections Committee.

The chair of the Nominations and Elections Committee will find a temporary replacement from the same school/division, if possible (with his/her agreement) until the next election in the normal election cycle can be held. The replacement faculty member will not lose any rights in regard to serving full terms of office on this committee in his/her own right.

Election Process

All nominations and election processes are conducted by the Nominations and Elections Committee. The nomination-election cycle occurs in two phases. Phase one, occurring during the fall semester and culminating in a vote in the January Faculty Assembly, involves election to offices and committees for which the nomination and election process is accomplished on an institution-wide basis. Phase one includes the following offices and committees:

President of the Faculty

Secretary of the Faculty

Parliamentarian

Institution-Wide Tenure and Promotion Committee

Phase two begins in the spring semester after it is known which faculty have been elected in the January Faculty Assembly. This phase is accomplished in schools/divisions and involves nominations and elections pertaining to all other institution-wide faculty committees, as well as the school/college/division based Tenure and Promotion Committee.

The details governing these procedures appear in the description of the Nominations and Elections Committee and Faculty Affairs Committee.

Election Protocol

The election of faculty for phase one institution-wide faculty positions and committees will take place in the January Faculty Assembly. The President of the Faculty will preside over these elections. If any minor, temporary exceptions to nominating rules and/or criteria are proposed by the Nominations and Elections Committee, they will be submitted to a faculty vote at the time of the assembly meeting. Ballots developed by the Nominations and Elections Committee will be distributed by its Chair. Additional nominations of faculty who meet requirements of the positions may be entertained from the floor. If such additional nominations result in more than two names for a position, unless one person receives the majority of the votes, the initial vote will reduce the candidates to two contenders and a second vote will determine the outcome. If a single name is offered for a position, a yes/no vote will take place. All elections are to be by secret paper ballot. To be elected, a person must receive a majority of the votes cast.

Two members of the Nomination and Elections Committee, as designated by its Chair, will count and verify the count of the votes cast on each set of ballots. The results will be

given to the President of the Faculty to announce during the Faculty Assembly meeting.

Phase two elections will be conducted by the respective representative of each school/college/division during the spring semester and will take place within each school/college/division. If a representative is unable to fulfill this responsibility for any reason, the Chair of the Nominations and Elections Committee may appoint another member of the Committee to handle the election or may do so him/herself.

Elections of Committee Chairs and Secretaries

The term of office for the chair of a committee and the secretary of a committee is one year. There is no limit on successive re-elections of the chair and the secretary.

Elections of the committee chairs and secretaries will be conducted by the members of the Nominations and Elections Committee, in conjunction with the May Faculty Assembly, or if time does not permit, in conjunction with the August Faculty Assembly. (See section on Faculty Assembly for additional details.)

The following guidelines must be followed. A member may not nominate him/herself for the position of chair. At least two nominations will be made. If more than two nominations are made and if one person does not receive the majority of the votes cast, then a second vote between the two candidates receiving the most votes must take place. Declinations will be handled as spelled out in the section on declinations. The election will be by secret paper ballot. To be elected, a person must receive a majority of the votes cast.

A faculty member may nominate him/herself for the position of secretary. An attempt will be made to nominate one or two candidates. Faculty may decline this nomination. The election will be by secret paper ballot. To be elected, a person must receive the majority of the votes cast.

If no faculty member agrees to be nominated, the secretarial responsibilities will need to be rotated. In such a case, the chair of the respective committee will need to contact the Secretary of the Faculty to establish who, perhaps a faculty secretary, will be authorized to post minutes on files.nyack.edu (W-drive).

Disputes of Interpretation of Election Policies and Irregularities in the Election Process

If a faculty member(s) has a concern about the interpretation of an election policy or an irregularity in the election process, the faculty member may express concern or file a written confidential complaint either to the Chair of the Nominations and Elections Committee and/or the President of the Faculty within two weeks of having made the discovery.

Whoever is approached is obligated to investigate, seek to resolve the matter and respond to the petitioner within a reasonable time. If the complaint was put in writing, the response must also be in writing. If the petitioner is not satisfied with the response or resolution, he/she may petition the Faculty Affairs Committee confidentially if the original complaint or a follow-up complaint was put in writing. This additional petition must be submitted within two weeks of having received the written response from the Chair of the Nominations and Elections Committee and/or the President of the Faculty. The Faculty Affairs Committee must investigate, review and respond to the petitioner and to the

person(s) to whom the original concern/complaint was made in a timely fashion. If a person was wrongly elected, the Faculty Affairs Committee has the authority to ask that the person leave the position. The Faculty Affairs Committee will ask the Chair of the Nominations and Elections Committee to find a temporary replacement (with his/her agreement) from the same school/college/division who will serve until the next election or will call for a new election. If a replacement faculty member is appointed, that person will not lose any rights in regard to serving full terms of office on this committee in his/her own right. The decision of the Faculty Affairs Committee is final.

While the aforementioned is the regular path for such concerns and complaints, a faculty member also has the right to file a formal grievance. (See section on Faculty Appeals Procedure.)

3.10 FACULTY RESPONSIBILITIES IN COMMITTEE/TASK FORCE WORK

Individual Faculty Member's Responsibility

It is the responsibility of each faculty member to attend the meetings of the committee/task force of which he/she is a member and to share equally in the work load. If for some legitimate reason a faculty member needs to be absent from a meeting, the faculty member should notify the chair of the committee/task force. (See additional comments in the section on Committee/Task Force Chair's Responsibility.)

It is also the responsibility of the faculty member to recuse him/herself from discussion and vote on any matter that uniquely and personally relates to him/herself or to a family member.

Committee/Task Force Chair's Responsibility

It is incumbent upon the chair to ensure that the committee/task force carries out its responsibilities.

The chair should work with the committee to prepare a statement of yearly objectives that will be submitted to the faculty by October 15 and posted on files.nyack.edu (W-drive). The Nominations and Elections Committee, as well as the Institution-Wide Tenure and Promotion Committee and the School/College/Division Tenure and Promotion Committee, are exempt from this requirement unless they wish to contemplate some policy and procedural changes that they plan to submit to the Faculty Affairs Committee.

At the end of the year, but no later than July 1, the chairs of all committees (except the School/College/Division Tenure and Promotion Committee) are to write and submit to the Secretary of the Faculty a summary statement of what was accomplished during the past year. The Nominations and Elections Committee should comment on the smoothness, or lack thereof, of the nomination and election process. The Institution-wide Tenure and Promotion Committee should enumerate (without names) the number of promotion, tenure, sabbatical and grant requests it evaluated.

If a committee member regularly misses meetings or does not share the workload, the chair will first speak to the faculty member in an effort to resolve the matter. If such discussions fail to correct things, the chair, after warning the faculty member in writing, will notify the President of the Faculty in writing, with a copy to the faculty member. This letter will elaborate on the problem and steps the chair took to remedy it. The faculty member must also write a letter to the President of the Faculty within two weeks of receipt of the chair's letter if he/she has a different understanding of what happened.

If the faculty member does not respond and/or the President of the Faculty is satisfied that the faculty member has not been meeting his/her responsibilities on the committee, the President of the Faculty will notify the faculty member's dean in writing, with a copy to the faculty member, of the difficulty and the fact that the person will be replaced on the committee. This letter will be accompanied by the committee chair's letter and the faculty member's response, if any. The Dean will place copies of all these letters in the faculty member's file. Furthermore, the faculty member will not be given credit for participation on the committee or task force for the purpose of promotion or tenure review.

The President of the Faculty will also notify the Chair of the Nominations and Elections

Committee to request that he/she find a temporary replacement (with his/her agreement) from the same school/college/division, if possible, until the next election in the normal election cycle can be held. The replacement faculty member will not lose any rights in regard to serving full terms of office on this committee in his/her own right.

The President of the Faculty will also notify the Secretary of the Faculty to strike out the faculty member's record of service on the committee and record the reason.

The faculty member may appeal the decision of the President of the Faculty within two weeks of receiving his/her letter. (See section on Faculty Appeals Procedure.)

Committee/Task Force Secretary's Responsibility

It is the responsibility of the secretary of the committee/task force to take minutes that includes a list of those in attendance, circulate word-processed copies among members within two weeks, and ensure that the minutes are approved at the next meeting. Once approved, the minutes are to be officially posted on-line at files.nyack.edu (W-drive) within two weeks. (See further discussion in section on Faculty Committee and Faculty Assembly Initiated Change as well as the section on Invalid Changes in the Faculty Handbook.)

3.11 GUIDELINES GOVERNING FACULTY COMMITTEES

Committee Service

All faculty are expected to serve on one committee, including service as a representative on an administrative/institution-wide committee, service as the President of the Faculty, Secretary of the Faculty, Parliamentarian, service on a subcommittee, ad hoc committee or task force. A faculty member may be elected/appointed to serve on two committees as long as he/she agrees. If a faculty member is interested in serving on more than two committees, task forces, etc., he/she must obtain permission from the Faculty Affairs Committee.

Ex officio members of committees are expected to attend meetings and participate, but not vote.

Meetings

Generally, all major faculty or administrative faculty committees (Academic Administrative Council, Undergraduate Curriculum and Assessment Committee, Graduate Curriculum and Assessment Committee and Faculty Affairs Committee) are expected to meet once a month and whenever else is necessary to complete their workload. Other committees meet less frequently, but should select a meeting schedule that will allow them to complete their responsibilities.

Yearly Objectives

At the beginning of the fall semester each committee will develop objectives involving matters that it will consider beyond routine business. It is expected that each committee will be forward-looking and proactive in developing objectives in accordance with its responsibilities. The chair of each committee will send by e-mail a copy of this statement of objectives to the faculty by October 15 of each year and post it on files.nyack.edu (W-drive). This will enable faculty who have ideas/concerns in regard to a particular item to pass on their suggestions to the appropriate committee. If additional items are added to these objectives at a later point, the chair will issue an update by e-mail and post it on files.nyack.edu (W-drive).

Year-End Report

At the end of each academic year, the chair of each committee will prepare a summary of the accomplishments of the past year. (For additional details, see section on Committee/Task Force Chair's Responsibility.)

Procedures for Proposals

Every proposal submitted to a committee, a task force and ultimately to the Faculty Assembly should include a completed Proposal Cover Sheet (sample in the Appendix also found on files.nyack.edu, W-drive) and the following components:

1. Rationale – A rationale should lay out the reasons for adoption of the proposal.
2. Delineation of Needed Resources – If the proposal involves or will involve resources of any kind (personnel, money, equipment, etc.), an estimate should be included, showing

possible costs and how the resources will be provided. Prior approval of expenditures by the appropriate dean is also needed.

3. *The Final Policy Statement* – If the proposal involves any statement that will be included in any official publication/document of the Institution (Faculty Handbook, catalogs), it must include the actual statement that is proposed for inclusion in the publication. It should indicate, if relevant, which statements in the publication are to be replaced or deleted.
4. Proposals should be in the form of separate documents, not embedded in a set of minutes.
5. Proposals should be accompanied by an indication of which committee(s) has approved the proposal, if relevant, as well as the date of approval(s).
6. If a proposal coming before the Faculty Assembly from a committee, a task force or if appropriate, from an individual, school/division, department, etc. does not conform to the aforementioned guidelines, it will be routinely referred back to the appropriate individual/committee for revision prior to the faculty taking action on the matter at any level of the governance structure.

Many major programs, policies, and procedural guidelines adopted by any academic institution are of such a nature that their integrity depends upon their being conceived in a holistic manner. Examples include the core curriculum, overall college governance system, tenure and promotion procedures, etc. Therefore, piecemeal motions/proposals regarding changes in such matters are discouraged. Rather, it is appropriate that periodically a complete overhaul of these areas occur. In between times on a periodic, but regular basis, these areas should be reviewed and a proposal for upgrading be developed. All necessary revisions should be considered with an eye to maintaining the integrity of the program, policy, or procedure as it is revised. The alternate route of developing a piecemeal proposal should only be considered in those rare cases in which some aspect of the area is so flawed, or is operating so poorly, that it warrants emergency action by the faculty.

Minutes

Committee minutes should include the date of the meeting, a list of those in attendance, campus site and whether or not the meeting was held in person or by e-mail or phone. The minutes should also summarize the discussion and specify each motion that was passed.

The secretary of each committee is to post approved minutes within two weeks of approval on files.nyack.edu (W-drive) with the confidential and personal matters and names (such as promotion and tenure decisions), and grievances of individual faculty members struck out. Hard copy and disc saved minutes, including the confidential material, are kept in the office specifically designated for each committee.

Minutes of standing committees should include any subcommittee report as a whole, or any part that is approved.

The secretary of each committee is also responsible to notify individuals concerning the disposition of their requests and proposals if final action has been taken.

Faculty may access all committee minutes (not including confidential material) on

files.nyack.edu (W-drive). Hard copies, without the confidential material, are kept on file in the office of the faculty secretary assigned to the Secretary of the Faculty for a period of ten years and then are placed in institutional storage. The hard copies may be viewed, by request, in the office of the assigned faculty secretary. However, they may not be removed from this office.

Interaction and Communication

Individual committees are to see their work as interconnected with the work of the rest of this community. Thus, they are encouraged to pursue the following channels:

1. Dialogue with other committees whose areas of responsibility intersect with those of the originating committee.

This channel may be most effectively pursued through conversations between the respective chairs or, when necessary, through meetings in which one entire committee interacts with another.

2. Dialogue with the rest of the faculty

In the case of major proposals (e.g., governance system, core curriculum, significant revision of the Faculty Handbook), it is necessary that a committee provide faculty with initial drafts of a proposal as well as opportunities to interact with the committee prior to the time when faculty are to vote on the matter. Open hearings are a helpful means to provide faculty an opportunity for input as well as to develop ownership.

3. Dialogue with administrators

Committees and task forces are encouraged to have dialogue with administrators whose responsibilities or decision-making roles impact on the work of the committee or task force. Such dialogue provides necessary information (e.g., budgetary concerns, administrative hurdles) and also has the potential of facilitating mutual understanding of concerns, a necessary condition of a healthy community. Discussions between the chair and the administration and/or inviting an administrator to a committee meeting to discuss mutual concerns in regard to a particular topic are means of facilitating appropriate dialogue.

Special Committees

1. *Ad Hoc* Committees

Any faculty committee may appoint ad hoc committees to work on specific tasks without going through any outside approval process. As the name suggests, such a committee is appointed on a time-limited basis - typically for the duration of a task. Usually the membership of the *ad hoc* committee will be drawn from the membership of the originating committee. However, on occasion, other faculty and/or administrators may be asked by the originating committee to serve on the *ad hoc* committee on the basis of their special interest, perspective or expertise.

Such an *ad hoc* committee essentially serves as a subcommittee and is expected to do all of the work in its domain of responsibility. Consultation with the parent committee may occur when necessary. Once an *ad hoc* committee has developed and approved a proposal, it must be approved by the parent committee prior to being sent to the Faculty

Assembly.

In the event that a parent committee rejects a proposal or wishes it to be modified (other than in the case of the most minor modifications), the parent committee is obligated to return the proposal to the ad hoc committee with reasons for its rejection or with a list of proposed modifications, along with reasons for the suggested modifications. Such a procedure is not only reflective of common courtesy it also rightly puts the proposal back in the hands of the originating committee. The latter group is in the best position to generate a new proposal, if necessary, or to modify the original proposal. This is the group that is most knowledgeable of the complexities involved since it has spent more time examining the issues and debating the various angles.

2. Task Force

A task force may be created if:

- The Institution wishes faculty to become involved in some matter that is outside of the usual responsibilities of faculty members.
- A major overhaul of an area (normally under the auspices of a committee) is necessary. The regular committee does not have the time for this additional task and/or does not include in its membership all of the necessary expertise.
- Other special or unusual conditions of a similar magnitude to the aforementioned exist.

The proposal to create a task force may be initiated by the affected faculty committee or by the administration and is to be approved by the Faculty Assembly. A task force must not usurp the responsibility and authority of the standing committees of the faculty. It exists for a limited time.

Task Force proposals may be routed through a regular committee for approval prior to being taken to the Faculty Assembly for a vote or, if not initiated by a committee, may be taken directly to the Faculty Assembly for approval.

3.12 FACULTY AND ADMINISTRATIVE FACULTY COMMITTEES

ACADEMIC ADMINISTRATIVE COUNCIL

Membership :

1. Provost and Vice President for Academic Affairs
2. School and College Deans
3. Dean of the Division of Student Success
4. Dean of the Library
5. Dean of Community Life and Learning
6. Registrar
7. President of the Faculty
8. Director of Institutional Research
9. The chairs of the following faculty committees:
 - Faculty Affairs Committee
 - Graduate Curriculum and Assessment Committee
 - Institution-Wide Tenure and Promotion Committee
 - Undergraduate Curriculum and Assessment Committee

Chairperson:

Provost and Vice President for Academic Affairs

Quorum:

A quorum of fifty percent plus one of the Committee members at the time of a vote is necessary for actions by the Committee.

Responsibilities:

The Academic Administrative Council is responsible for all academic matters pertaining to all programs and schools of the Institution. As such, it develops and sends to the faculty for its approval academic policies and procedures governing the academic life of the Institution. It also regularly monitors academic life and subsequently takes to the faculty recommendations that maintain and enhance the quality of the academic life of the Institution. Should issues be discussed that are under the purview of another faculty committee(s), any suggestions or proposals will be routed to the appropriate faculty committee(s). Specifically, the Academic Administrative Council's responsibilities involve all of the following and any other matters that fall within a similar domain:

1. Engage in institutional academic planning.
2. Provide general academic administration.
3. Plan special academic events: lectures, symposiums, debates, convocations, commencement exercises, and baccalaureates.
4. Develop and propose policies regarding classroom practices: attendance, examinations, grading.
5. Interface with administrative committees such as the Executive Team and the Executive Cabinets on academic matters.

6. Develop and propose policies and monitor administration of academic awards: academic recognition, honors, citations, and scholarships.
7. Ensure integration of inter-school matters.
8. Monitor, review and make recommendations to enhance the quality of academic life.

Accountability:

The Academic Administrative Council reports to the Faculty Assembly on matters related to academic policies and procedures and brings such matters to the faculty for a vote.

UNDERGRADUATE CURRICULUM AND ASSESSMENT COMMITTEE

Membership:

1. At least one elected faculty representative from each of the undergraduate schools and colleges.
2. As of the 2008-2009 elections, the following qualify for more than one representative (the number indicates how many): College of Bible and Christian Ministry (2), College of Arts and Sciences (5), The School of Business and Leadership (2)
3. One faculty member from the Library (ex officio).
4. One faculty member from the Division of Student Success (ex officio).
5. Registrar-in-Chief (ex officio).
6. Assistant Provost (ex officio).

Chair:

One of the teaching faculty members as elected by the Committee for a one year renewable term.

Quorum:

A quorum of fifty percent plus one of the Committee members at the time of a vote is necessary for actions by the Committee.

Responsibilities:

The Undergraduate Curriculum and Assessment Committee is responsible for maintaining the integrity of, and regularly reviewing, the undergraduate curriculum so that it reflects the mission and goals of Nyack as an institution of Christian higher education. Its responsibilities include, but are not limited to, the following specifics:

1. Review, assess and make proposals to maintain the integrity of the learning goals of the core curricula.
2. Make proposals to maintain and enhance the core curricula.
3. Review the core curricula and develop and propose revisions in the core curricula.
4. Develop and propose policies in regard to substitutions of core courses. (Substitutions already covered by policy are handled administratively by the deans of the schools.)
5. Review and/or make proposals for all new curricular additions and significant revisions, including: degrees, majors, interdisciplinary programs, other academic programs, e.g. honors, minors (where no major is in place)*, and concentrations that include coursework from more than one major or program.*

* (This item is considered fully approved once it is approved by the Undergraduate Curriculum and Assessment Committee. It does not need to be taken to the Faculty Assembly.)

6. Assess and make proposals to maintain the integrity of the learning goals of the undergraduate degree programs and any other academic programs.

7. Review, monitor and make proposals to maintain the integrity of existing degrees, majors, interdisciplinary programs, minors and any other academic programs.
8. Monitor and address curricular-wide information literacy initiatives such as, but not limited to, Information Literacy Student Learning Goals on syllabi, and compliance with Middle States Information Literacy Guidelines.

Accountability:

The Undergraduate Curriculum and Assessment Committee reports to the Faculty Assembly. It brings matters related to curricular policy, revision of learning goals, revision of the core curriculum, new curricular additions (except as noted under responsibilities) and the dropping of academic degrees, majors, interdisciplinary programs and any other academic programs to the Faculty Assembly for approval.

Summary Table

Undergraduate Curriculum and Assessment Committee Responsibilities	
Responsibilities	Accountability/Approval
<ul style="list-style-type: none"> • Review, assess and make proposals to maintain the integrity of the learning goals of the core curricula. • Make proposals to maintain and enhance the core curricula. • Review the core curricula and develop and propose revisions in the core curricula. • Develop and propose policies in regard to substitutions of core courses (Substitutions already covered by policy are handled administratively by the deans of the schools). 	<ul style="list-style-type: none"> • The Undergraduate Curriculum and Assessment Committee reports to the Faculty Assembly. It brings matters related to curricular policy, revision of learning goals, revision of the core curriculum, new curricular additions (except as noted under responsibilities) and the dropping of academic degrees, majors, interdisciplinary programs and any other academic programs to the Faculty Assembly for approval
<ul style="list-style-type: none"> • Review and make proposals for new curricular additions and significant revisions including: degrees, degree programs, e.g., honors, minors (where no major is in place)*, and concentrations that include coursework from more than one major or program.* 	
<ul style="list-style-type: none"> • Assess and make proposals to maintain the integrity of existing degrees, majors, interdisciplinary programs, minors and any other 	<p>*(This item is considered fully approved once it is approved by the Undergraduate Curriculum and Assessment Committee. It does not need to be taken to the Faculty Assembly).</p>
<ul style="list-style-type: none"> • Review, monitor and make proposals to maintain the integrity of existing degrees, majors, interdisciplinary programs, minors and any other academic programs. 	

GRADUATE CURRICULUM AND ASSESSMENT COMMITTEE

Membership:

1. School of Business and Leadership
 - Director of the M.S. program in Organizational Leadership
 - Director of the M.B.A. program
2. Alliance Graduate School of Counseling
 - Elected faculty representative
3. Alliance Theological Seminary
 - Director of the Alliance School of Missions
 - Director of the NYC program
 - Elected faculty representative
4. School of Education
 - Director of the M.S. programs
6. ATS Librarian (*ex officio*)
7. Registrar-in-Chief (*ex officio*)
8. Assistant Provost (*ex officio*)

Chair:

One of the faculty members or program directors as elected by the Committee for a one year renewable term.

Quorum:

A quorum of fifty percent plus one of the Committee members at the time of a vote is necessary for actions by the Committee.

Responsibilities:

The Graduate Curriculum and Assessment Committee is responsible for maintaining the integrity of, and regularly reviewing, the graduate curriculum so that it reflects the mission and goals of Nyack as an institution of Christian higher education. Its responsibilities include, but are not limited to the following specifics:

1. Review, assess and make proposals to maintain the integrity of the learning goals of the graduate degree programs and any other graduate level academic programs.
2. Make proposals to maintain and enhance the overall graduate curricular programs. (Such changes would pertain to more than one program. Changes within a single program [inter-school] will be handled at the school level.)
3. Review and monitor the integrity of existing degrees, degree programs, tracks within degree programs and any other academic programs.
4. Review and make proposals for all new curricular programs and significant revisions including: degrees, degree programs, new tracks within degree programs and any other graduate level academic programs.
5. Monitor and address curricular-wide information literacy initiatives such as, but not limited to, Information Literacy Student Learning Goals on syllabi, and compliance with Middle States Information Literacy Guidelines.

Accountability:

The Graduate Curriculum and Assessment Committee reports to the Faculty Assembly. It brings matters related to curricular policy, revision of learning goals, new curricular additions (programs, degrees, etc.) and the dropping of graduate level academic degrees, degree programs and any other academic program to the Faculty Assembly for approval.

Summary Table

Graduate Curriculum and Assessment Committee Responsibilities	
Responsibilities	Accountability/Approval
<ul style="list-style-type: none">• Review, assess and make proposals to maintain the integrity of the learning goals of the graduate degree programs and any other academic programs.	The Graduate Curriculum and Assessment Committee reports to the Faculty Assembly. It brings matters related to curricular policy, revision of learning goals, new curricular additions, dropping of academic degrees, degree programs and any other academic program to the Faculty Assembly for approval.
<ul style="list-style-type: none">• Make proposals to maintain and enhance the overall graduate curricular programs. (Such changes would pertain to more than one program. Changes within a single program will be handled at the school level.)	
<ul style="list-style-type: none">• Review and monitor the integrity of existing degrees, degree programs, tracks within degree programs and any other academic programs.	
<ul style="list-style-type: none">• Review and make proposals for new curricular programs and significant revisions including: degrees, degree programs, new tracks within degree programs and any other academic programs.	

FACULTY AFFAIRS COMMITTEE

Membership:

1. At least one elected faculty representative from each of the schools and colleges.
2. As of the 2008-2009 elections, the following qualify for more than one representative (the number indicates how many): Alliance Theological Seminary (2), College of Bible and Christian Ministry (2), College of Arts and Sciences (4), The School of Business and Leadership (2). For each additional seven faculty members in a school or college, one more representative will be added from the school or college.
3. One elected faculty member from the following divisions: Academic Support Services, Library, Student Development. (This position will be rotated between each of these divisions on a single two-year term basis in the aforementioned order.)
4. President of the Faculty (ex officio)

Chairperson:

Elected by the Committee from its membership, excluding the Faculty Assembly President for a one year renewable term.

Quorum:

A quorum of fifty percent plus one of the Committee members at the time of a vote is necessary for actions by the Committee.

Responsibilities:

The Faculty Affairs Committee is responsible for interpretation of current policies and recommendation of changes pertaining to faculty searches, faculty appointments, status, evaluations, tenure and promotion criteria and procedures, grievances, discipline, welfare, professional growth, and governance. The Faculty Affairs Committee functions as an ombudsman for the faculty and its individual members.

Attendance at Faculty Affairs Committee meetings is normally limited to committee members, due to the nature of the committee responsibilities. However, it is the goal of the committee to respond favorably to requests made to the Chair for attendance by other faculty members at individual meetings, unless the subject to be discussed makes attendance inappropriate.

The Committee's responsibilities include, but are not limited to, the following specifics:

1. Develop and propose revisions in procedural policies, standards and other policies for faculty appointment, rank, evaluations, promotion and tenure, and appeals.
2. Deal with individual cases involving tenure and promotion by serving as an appeals panel that makes recommendations to the administration. When the Committee functions as an appeals panel it must avoid all conflicts of interest both in reality and in appearance. Thus, when it functions in this capacity any of its members who are serving on the Institution-Wide Tenure and Promotion Committee, or if relevant to the particular faculty member, the School/Division Tenure and Promotion Committee, are to step down temporarily. (Additional provisions are found in the section on Faculty Appeals Procedure.)

3. Develop and propose revisions in due process policies for handling faculty grievances and discipline. It also serves as the body that hears individual cases and makes recommendations to the appropriate administrative body. When the Committee serves as an appeals panel for general grievances and disciplinary matters, it must avoid all conflicts of interest. Thus, when functioning in this capacity, all members who are in any way parties to the matter concerning the grievance are to step down temporarily. (See section on Faculty Appeals Procedure.)
4. Develop recommendations in matters of faculty welfare such as salary, fringe benefits, load, working conditions, sabbatical and other leaves, research grants, professional growth, and development.
5. Serve as the body that oversees faculty governance both within the faculty and in its relationship to the administration and the Board of Trustees. As such, it monitors adherence to agreed-upon governance procedures and arbitrates governance issues that arise. The Committee is responsible for periodic review of the governance structure and for proposing recommendations for change to the Faculty Assembly. It also develops policies for faculty advising of student organizations and any other governance-related interaction with students.
6. Oversee the Nominations and Elections Committee and recommend to the Faculty Assembly any needed changes in the election procedures.
7. Promote quality of life in the working environment for faculty, facilitate professional development and foster good working relations among the faculty, administration and the Board of Trustees. Any of these bodies, or individual faculty members may make referrals to the Committee of questions or suggestions that fall within the Committee's responsibilities.
8. Provide the Provost with advice and feedback regarding the following administrative policies:
 - (1) *Appointment and Status*: appointments (policies, procedures and appeals), assignment of initial rank (policies, procedures and appeals), evaluations (policies and procedures), promotion (policies, procedures and appeals), and tenure (policies, procedures and appeals).
 - (2) *Grievances*: general grievances and grievance for loss of position for financial exigency (policies, procedures and appeals).
 - (3) *Discipline*: suspension, dismissal, and other disciplinary procedures (policies, procedures and appeals).
 - (4) *Compensation and Benefits*: salary, housing, and fringe benefits (proposals for policies and procedures).
 - (5) *Quality of Working Conditions*: academic freedom, load, outside work, support systems in the work situation (policies, procedures, appeals).
 - (6) *Leaves*: sabbaticals, professional leaves, maternity and paternity leaves, and other leaves (policies, procedures, appeals).
 - (7) *Professional Status and Growth*: faculty development, attendance at

professional meetings, research/writing supports and research grants (policies, procedures, appeals).

- (8) *Faculty governance*: overall governance system, integration with administrative and institutional structure, faculty committee structure and membership, format and proceedings at Faculty Assembly meetings, nomination and election procedures, school/division and departmental structure, policies in regard to qualifications of school/division deans and department heads.

Accountability:

The Faculty Affairs Committee reports to the Faculty Assembly. It brings matters of policy and procedures related to appointments and status, evaluations, appeals procedures, grievances, discipline, faculty welfare, working conditions, professional development, sabbaticals, leaves, grants and changes in the governance structure or procedures to the Faculty Assembly for approval.

NOMINATIONS AND ELECTIONS COMMITTEE

Membership:

1. At least one elected representative from each of the schools and colleges.
2. As of 2008-2009 elections, the following qualify for more than one representative (the number indicates how many): Alliance Theological Seminary (2), College of Bible and Christian Ministry (2), College of Arts and Sciences (4), School of Business and Leadership (2). For each additional seven faculty members in a school or college, one more representative will be added from the school or college.
3. One elected faculty member from the following divisions: Student Development Student Success, Library. (This position will be rotated between each of these divisions on a single two-year term basis in the aforementioned order.)

Chairperson:

Elected by the Nominations and Elections Committee from its membership for a one year renewable term.

Quorum:

A quorum of fifty percent plus one of the Committee members at the time of a vote is necessary for actions by the Committee.

Oversight:

In order to ensure a system of checks and balances, the Faculty Affairs Committee is charged with the responsibility of overseeing the work of the Nominations and Elections Committee. Specifically, the Chair of the Faculty Affairs Committee is expected to monitor the process, including the meeting of deadlines and adherence to procedures and involve the Faculty Affairs Committee where necessary.

Responsibilities – Phase One:

The Nominations and Elections Committee does its work in two phases. The first phase occurs during the fall semester. During this semester, the Committee is involved in nominating faculty for any of the following positions for which terms will expire at the end of the academic year:

President of the Faculty
Secretary of the Faculty
Parliamentarian
Institution-Wide Tenure and Promotion Committee

[Note: Nomination and election records are kept by the faculty secretary assigned to the Secretary of the Faculty. Last year's forms provide a basis for the data needed currently. At the conclusion of this year's election cycle, this year's forms should be provided to the assigned secretary. The assigned secretary's help may be enlisted in preparing materials for the nomination/election process.]

The Chair of the Committee is responsible to bring the following to the meeting:

- Names of faculty who have indicated an interest in serving in any of these

capacities or whose colleagues have suggested their names. These names should be solicited from all faculty by the Chair of the Committee before September 15. The Committee does not need to be restricted to this list in making nominations.

- The records of faculty committee service by committee and by faculty member. (Obtainable from the assigned faculty secretary.)
- The list of all faculty designated by department, school or academic division and campus location, ethnicity and gender. (Obtainable from the Office of the Provost and Vice President for Academic Affairs.)
- The list of tenured faculty. (Obtainable from the Office of the Provost and Vice President for Academic Affairs.)
- Lists of faculty who have the qualifications to serve in each position in which specific qualifications are needed. (Previous year's forms are available in the assigned secretary's office. Names need to be determined for the current year.)
- Percentage breakdown of membership on the Tenure and Promotion Committee. The numbers need to be calculated for the current year. (Previous year's forms are available in the assigned secretary's office.)

The Nominations and Elections Committee is mandated to nominate two candidates, and no more, for each of the positions with the exception of the Secretary of the Faculty and the Parliamentarian, where the Committee may opt to nominate one name. An exception is also allowed for the Institution-Wide Tenure and Promotion Committee. (See comments below.)

In selecting full-time teaching faculty for nomination for the positions of President of the Faculty, representatives to the Executive Cabinet of Manhattan (one undergraduate and one graduate), representatives to the Executive Cabinet of Rockland (one undergraduate and one graduate) and representatives to the Institutional Planning Committee (one

undergraduate and one graduate) [once constituted], the following qualifications must be used:

The faculty member has:

- been a full-time member of the teaching faculty at the Institution for at least seven years.
- the rank of Associate or full Professor.
- served on a committee(s) at the Institution for at least six years.
- leadership and administrative ability and interest.

The Nominations and Elections Committee will seek to achieve a general rotational balance in terms of ethnicity, gender, school/division within a school, and campus location in nominating persons for the position of President of the Faculty.

Every effort will be made to achieve a gender and ethnic balance that is as close as possible to the current percentages represented in the faculty in selecting nominees for the Institution-Wide Tenure and Promotion Committee. The Committee should strive to achieve this balance by nominating as many tenured faculty as possible. However, the temporary allowance of some non-tenured faculty is designed to help the Nominations and Elections Committee to achieve this goal, as well as cover shortages of tenured faculty in

various schools/divisions. (See criteria and further discussion in the description of the Tenure and Promotion Committee in the section on Appointment, Rank, Promotion, Tenure and Appeals Procedure.) The Committee may submit either a single slate of nominees for the Institution-Wide Tenure and Promotion Committee or a ballot with alternative names, up to a limit of two for each slot, as long as it strives to achieve the aforementioned goal.

Once possible nominees are selected for the various positions, the Chair of the Nominations and Elections Committee will contact each of the nominees by e-mail to ascertain his/her willingness to be officially nominated, unless he/she is unable to decline, in which case he/she is informed of the nomination. (See section on Faculty Elections.) Faculty who are continuing their service on any committees or task forces must indicate their willingness to serve on an additional committee if nominated. However, a faculty member nominated for the position of President of the Faculty may request to be relieved of continuing service on a faculty committee once the person has been elected to this position. Only the names of faculty who have agreed to be nominated, unless they are barred from declining, may officially be placed into nomination. (See section on Faculty Elections.)

A faculty member who agrees to being nominated to the position of President of the Faculty is to be informed by the Chair of the Nominations and Elections Committee that he/she is to submit a curriculum vitae and a one to two page statement of his/her philosophy, approach, goals and vision in regard to this position. These two documents are meant to help faculty get to know the candidates. The documents are to be sent to the Chair of the Nominations and Elections Committee by November 15, who will e-mail them to the entire faculty by November 20. The Chair will bring along to the January Faculty Assembly copies of the philosophy/vision statements (only) to pass out to faculty who have not read the statements.

The official list of nominees to all phase one positions are to be submitted by the Nominations and Elections Committee Chair to the Chair of the Faculty Affairs Committee by November 1 for review, returned by the Chair of the Faculty Affairs Committee by November 8 (or with indication of a problem), and sent by the Chair of the Nominations and Elections Committee to the entire faculty as an announcement by November 15. The Chair of the Nominations and Elections Committee will also submit a copy of the official list of nominees to the President of the Faculty. These names will be included as part of the materials sent to the faculty prior to the January Faculty Assembly meeting by the President of the Faculty.

On rare occasions, the Nominations and Elections Committee may need to suspend a qualification requirement of nominees or a procedural requirement in order to complete ballot slots. In such a case, the Committee must bring a motion to the Faculty Assembly for a vote to suspend on a one-time basis the particular requirement(s).

The Nominations and Elections Committee will also prepare the ballot that will be used for the vote at the January Faculty Assembly. The Chair of the Nominations and Elections Committee will be responsible for distributing the ballot at the Assembly meeting. The President of the Faculty will conduct the election.

Responsibilities – Phase Two:

Phase two of the nominations and elections cycle takes place in the spring semester. During this semester, the Committee facilitates within schools/divisions the nomination and election of any positions in the following committees for which terms will expire at the

end of the academic year:

Undergraduate Curriculum and Assessment Committee

Graduate Curriculum and Assessment Committee

Faculty Affairs Committee

Nominations and Elections Committee

School/Division Tenure and Promotion Committee

By January 15, the Chair of the Nominations and Elections Committee will determine which slots are up for election by checking the committee records in the assigned faculty secretary's office.

By January 30, he/she will meet with the Nominations and Elections Committee to review the process and make assignments. The Chair should bring the following to the meeting:

1. List of faculty by school/division and department. (Obtainable from the Office of the Provost and Vice President for Academic Affairs.)
2. Record of faculty committee service by committee. (Obtainable from the assigned faculty secretary.)
3. List of committee service by faculty. (Obtainable from the assigned faculty secretary.)

Committee members will conduct the nomination/election process in their schools/divisions in terms of the following provisions:

1. If there are two representatives in a school/division, the one in his/her second year is to be in charge. In the case of single representatives from a school/division, that person is to be in charge.
2. In the case of the following divisions, the representative is rotated: Student Success, Library, Student Development. The current representative in the rotation is in charge of conducting the nomination/election process in the next division in the rotation.
3. If a member is unable to perform this responsibility, another member or the Chair may be put in charge.

By March 15, the Committee member in charge will work with the department chairs in the particular school/college/division to nominate two faculty per open slot and approve nominations by a vote. All requirements of successive terms must be followed. Preferably, the nomination process is done in person if the school/college/division has a meeting schedule that will accommodate this. Otherwise, it should be done by e-mail.

If the school/college/division does not have department chairs and meets as a whole, then nominees should be voted on by the whole.

By March 15, potential nominees should be contacted to determine their willingness to

serve, or if they are prohibited from declining, they should be informed that they have been nominated.

By April 15, the Committee member in charge should conduct an election with all of the faculty in the school/college/division by secret paper ballot in the school/division. Preferably, this is done in person if the school/division has a meeting schedule that will accommodate it. Otherwise, it should be done by e-mail.

By April 20, the results will be e-mailed to the Chair of the Nominations and Elections Committee, who, in turn, should e-mail to the entire faculty the complete results and a complete roster of the newly constituted committees by April 25.

Throughout this process, the Chair of the Nominations and Elections Committee should monitor progress and intervene when necessary. He/she should also call meetings of the Committee, if necessary.

The final responsibility of the Committee is the oversight of the election of chairs and secretaries of the Institution-Wide Tenure and Promotion Committee, as well as chairs of all of the phase two committees.

This is done at the May Faculty Assembly, or if not possible, at the August Faculty Assembly. (See section on Faculty Assembly.) The Chair of the Nominations and Elections Committee will assign members of this committee to conduct the elections of chairs and secretaries. The Chair of the Nominations and Elections Committee should provide them with the following:

1. List of service of chairs by faculty member. (Obtainable from the assigned faculty secretary.)
2. Paper ballots for chair and secretary for each committee. The Chair should bring these to the meeting. Previous forms are available from the assigned faculty secretary.
3. Guidelines for the election of committee chairs and secretaries. (See section on Elections of Committee Chairs and Secretaries, and Declination of a Nomination to Chair a Committee in the section on Faculty Elections.) The aforementioned guidelines should be reviewed with the members of the Nominations and Elections Committee and provided in writing. (See assigned faculty secretary for previous samples.)

At the close of the election of committee chairs and secretaries, the Chair of the Nominations and Elections Committee should gather the results from the members of the Nominations and Elections Committee. A complete list of elected chairs and secretaries is e-mailed to the Secretary of the Faculty by the Chair of the Nominations and Elections Committee no later than one week after the Faculty Assembly.

(For additional details of the responsibilities of this Committee, see the section on Faculty Elections and the Faculty Elections Time Table.)

Faculty Elections Time Table:

Phase One

Date	Person Responsible	Activity
By September 15	Chair of the Nominations and Elections Committee	<p>Solicit names of faculty who express an interest in the following institution-wide positions that are up for election and/or whose colleagues recommend them for these positions: President of the Faculty, Secretary of the Faculty, Parliamentarian, members of the Institution-Wide Tenure and Promotion Committee.</p> <p>Gather other records as specified under the responsibilities of the Nominations and Elections Committee.</p> <p>Determine whether or not the number of school/college representatives on faculty committees should be increased/decreased.</p> <p>Confirm this with the Chair of the Faculty Affairs Committee.</p>
By September 15 (cont.)	Chair of the Nominations and Elections Committee (cont.)	<p>Incorporate the change(s) into the record keeping forms in the assigned faculty secretary's office.</p> <p>Ask Secretary of the Faculty to modify the relevant pages of the Faculty Handbook.</p>
Between September 15 and end of October	Chair of the Nominations and Elections Committee	<p>Convene the Nominations and Elections Committee to propose nominations.</p> <p>E-mail the nominees to ensure that they are willing to serve and inform those who are ineligible to decline.</p> <p>Inform nominees for the</p>

		position of President of the Faculty that they are to submit a curriculum vitae and philosophy/vision statement.
By November 1	Chair of the Nominations and Elections Committee	Send the proposed slate to to the Chair of the Faculty Affairs Committee for review to ensure that balance and rotation principles have been followed.
By November 8	Chair of the Faculty Affairs Committee	Send results of review back to Chair of the Nominations and Elections Committee.
By November 15	Chair of the Nominations and Elections Committee	Send to the entire faculty an announcement of the official list of nominees for institution-wide positions.
November 15	Nominees for the position of President of the Faculty	Submit <i>curriculum vitae</i> and philosophy/vision statement to the Chair of the Nominations and Elections Committee.
November 20	Chair of the Nominations and Elections Committee	Send the <i>curriculum vitae</i> and philosophy/vision statement of both of the nominees for the position of President of the Faculty to all faculty members.
By December 1	Chair of the Nominations and Elections Committee	Send names of all phase one faculty nominees to institution-wide positions to the President of the Faculty in a form in which they will be sent as part of the materials to be e-mailed to the faculty prior to the January Faculty Assembly.

January Faculty Assembly (date variable)	Chair of the Nominations and Elections Committee	Bring extra copies of philosophy/vision statements of candidates for President of the Faculty to the Faculty Assembly.
		Bring ballot to the Faculty Assembly for election of institution-wide phase one positions.
	President of the Faculty	Conduct elections.
	Members of the Nominations and Elections Committees	Count and verify ballots (two faculty counters per position) and report results to the President of the Faculty.
	President of the Faculty	Announce election results.
By end of January	Chair of the Nominations and Elections Committee	Submit formal list of election results to the Secretary of the Faculty.
		Submit current year's election forms to the assigned secretary if he/she doesn't already have them.

Phase Two

Date	Person Responsible	Activity
By January 15	Chair of the Nominations and Elections Committee	Determine which committee slots beyond the Institution- Wide Tenure and Promotion Committee are up for election.
		Gather records specified under the responsibilities of the Nominations and Elections Committee.
By January 30	Chair of the Nominations and Elections Committee	Convene the Nominations and Elections Committee to review process, make assignments and provide needed records.

By March 15	Members of the Nominations and Elections Committee	Meet with (or by e-mail) department chairs in specific school/college to determine and vote on nominees. Contact potential nominees.
By April 15	Members of the Nominations and Elections Committee	Conduct elections with all faculty in the school/division (in person, or if needed, by e-mail).
By April 20	Members of the Nominations and Elections Committee	E-mail election results to the Chair of the Nominations and Elections Committee.
By April 25	Chair of the Nominations and Elections Committee	E-mail election results and complete rosters of committees to all of the faculty.
May (date variable) Faculty Assembly or August (date variable) Faculty Assembly	Chair of the Nominations and Elections Committee	Facilitate election of chairs and secretaries of all faculty committees. Assign members of the Nominations and Elections Committee to help. Provide members of the Committee with list of service as chairs, paper ballots, guidelines for the election of chairs. Gather election results from the Committee members.
By One Week Later	Chair of the Nominations and Elections Committee	E-mail results of the election of chairs and secretaries to the Secretary of the Faculty.

Accountability:

The Committee reports to the Faculty Affairs Committee and the Faculty Assembly.

INSTITUTION-WIDE TENURE AND PROMOTION COMMITTEE

Membership:

1. At least one tenured faculty member (not a dean or associate dean) from each of the schools and colleges, elected by the faculty during the January Faculty Assembly. (For additional provisions, see comments under Nominations and Elections Committee.)
2. As of the 2008-2009 elections, the following qualify for more than one representative who is not a Dean or Associate Dean (the number indicates how many): College of Arts and Sciences (4), School of Business and Leadership (2).
For each additional seven faculty in the schools or divisions within schools represented in this committee one more representative will be added from the school or division. (For additional provisions, see comments under Nominations and Elections Committee.)
3. Provost and Vice President for Academic Affairs

Chairperson:

One of the faculty members as elected by the Committee for a one year renewable term.

Quorum:

A quorum of fifty percent plus one Committee members at the time of a vote is necessary for actions by the Committee.

Responsibilities:

This committee is responsible for making recommendations to the Provost and the President in regard to candidates who are up for promotion and/or tenure. It approves sabbaticals that have been approved by the respective department chair and the respective School/College/Division Tenure and Promotion Committee. It also reviews research and faculty development grants administered by the Provost and Vice President for Academic Affairs after they have been approved by the department chairs and the School/College/Division Tenure and Promotion Committee.

It is to meet a sufficient number of times to engage in a thorough and fair review in accordance with all of the procedures and criteria approved by the Faculty Affairs Committee and the faculty as institutional policy.

Secretary:

A secretary will be elected by the Committee for a one year renewable term. The secretary will be responsible for taking minutes.

Two sets of minutes will be produced by the secretary. The non-confidential version will simply state that the committee met and discussed and/or made decisions. The number

of tenure and/or promotion evaluations and the number of sabbatical and grant requests will be indicated, but no names will be provided.

The confidential set of minutes will include all of the above, but also provide names and details of the Committee's recommendations and decisions.

Both sets of minutes will be sent to the members of this Committee. At their next meeting, both sets will be approved. After approval, the non-confidential set will be posted on files.nyack.edu (W-drive), within two weeks.

A hard copy of the confidential set of minutes will be kept in the files of the Provost and Vice President for Academic Affairs and another copy in the Provost's computer files for a period of ten years. The Provost should ensure that CD's of the year's files are burned every year. After ten years, the records will be moved into institutional storage.

The secretary will keep a second hard copy of the confidential minutes for five years.

Procedures:

After a decision has been made for a promotion and/or tenure evaluation or for a sabbatical or grant request, the Chair of the Committee will draft a letter to the faculty member giving the decision and reasons for the decision. This draft will be based only on points of conclusion made by the Committee. The draft will be reviewed and approved by the Committee before being sent to the faculty member.

A hard copy of these letters will be kept in the files of the Provost and Vice President for Academic Affairs and another copy in the Provost's computer records for ten years. The Provost should ensure that CD's of these records are burned after each year. After ten years, the records will be moved into institutional storage.

A second hard copy will be kept by the Chair of the Committee for five years.

Accountability:

The Committee's recommendations and the recommendation of the Provost and the Vice President for Academic Affairs are made directly to the President, who makes recommendations to the Board of Trustees. It is accountable to the Faculty Assembly for following approved procedures and criteria.

SCHOOL/DIVISION TENURE AND PROMOTION COMMITTEE

Membership:

The dean, the school/division's representative to the Institution-Wide Tenure and Promotion Committee and two elected representatives (2 year term, renewable for one consecutive term) from the school/college who meet the qualifications for this position as stipulated in the Faculty Handbook are members of this committee. (See School/College/Division Tenure and Promotion Committee under Procedures for Tenure and Promotion.)

Attendance and Quorum:

All members should be present at meetings. If a member needs to be absent for legitimate reasons, he/she should notify the Chair.

Final decisions or recommendations for promotion and/or tenure will only be made at meetings in which all members are present. A quorum of three is needed to make other decisions.

Responsibilities:

- Evaluate school/college/division faculty for promotion and/or tenure in accordance with the standards stipulated in the Faculty Handbook prior to faculty submitting their portfolio to the Institution-Wide Tenure and Promotion Committee.
- Evaluate school/college/division faculty sabbatical and grant proposals prior to their being submitted to the Provost and Vice President who will take them to the Institution-Wide Tenure and Promotion Committee.

Agenda:

The agenda for the meetings of the Committee will be developed by the Chair, who will e-mail it to the members of this committee no later than one week prior to the meeting.

Copies of faculty member's promotion/tenure portfolios will be made available to members of the Committee by the Chair. Copies of sabbatical and grant proposals will also be made available by the Chair.

Schools with under fourteen full-time faculty join with other schools to form their School/College/Division Tenure and Promotion Committee. (For details, see section on School/College/Division Tenure and Promotion Committee under Procedures for Tenure and Promotion.)

Presiding Chair:

The Chair will be elected by the Committee from the teaching faculty who are not members of the Institution-Wide Tenure and Promotion Committee for a one year renewable term.

Secretary:

A secretary will be elected by the Committee for a one year renewable term. The secretary will be responsible for taking minutes.

Two sets of minutes will be produced by the secretary. The non-confidential version will simply state that the committee met and discussed and/or made decisions. The number of tenure and/or promotion evaluations and the number of sabbatical and grant requests will be indicated, but no names will be provided.

The confidential set of minutes will include all of the above, but also provide names and details of the Committee's recommendations and decisions.

Both sets of minutes will be sent to the members of this Committee. At their next meeting, both sets will be approved. After approval, the non-confidential set will be posted on files.nyack.edu (W-drive), within two weeks.

A hard copy of the confidential set of minutes will be kept in the Dean's files and another copy in the Dean's computer files for a period of ten years. The Dean should ensure that CD's of the year's files are burned every year. After ten years, the records will be moved into institutional storage.

The secretary will keep a second hard copy of the confidential minutes for five years.

Procedures:

After a decision has been made for a promotion and/or tenure evaluation or for a sabbatical or grant request, the Chair of the Committee will draft a letter to the faculty member giving the decision and reasons for the decision. This draft will be based only on points of conclusion made by the Committee. The draft will be reviewed and approved by the Committee before being sent to the faculty member.

A hard copy of these letters will be kept in the Dean's file and another copy in the Dean's computer records for ten years. The Dean should ensure that CD's of these records are burned after each year. After ten years, the records will be moved into institutional storage.

A second hard copy will be kept by the Chair of the Committee for five years.

Modifications:

Modifications of this section of the governance document pertaining to the school based Tenure and Promotion Committee cannot be made by individual schools/colleges/divisions since it is part of institutional governance. Modification proposals must be approved by the Faculty Affairs Committee, as well as approved by the Faculty Assembly, and are applicable to all schools and divisions.

Accountability:

The Committee's recommendations are made directly to the faculty member. It is accountable to the Faculty Assembly for following approved procedures and criteria.

SECTION FOUR: INSTRUCTIONAL DUTIES AND RESPONSIBILITIES

The primary responsibility of the faculty at the institution is the teaching of their respective disciplines. As a Christian liberal arts institution and Christian theological seminary, Nyack offers programs in the arts, humanities, social sciences, Christian theology and ministry, and professional programs, which strengthen the foundation for students' personal lives and career goals. Students and faculty work together to build community focused on spiritual, intellectual, and ethical development, respect, and concern for human and spiritual values and the joy of creativity and discovery.

Consistent with its affiliation with The Christian and Missionary Alliance, Nyack encourages a lifelong commitment to Christian ministry, including the ministry of teaching. Learning is intricately related to serving others in Christ. Learning strives to overcome ignorance and intolerance, to examine ideas critically, to provide understanding of the movements of the past and those forces that defines the present. The Christian hope leads us to shape the future and in the process to cultivate integrity; spiritual, intellectual and moral courage; and responsibility, fairness and compassion.

In pursuit of these ideals, the faculty challenges students throughout their education to write and speak clearly; to read, listen, and think critically; to comprehend, interpret, and synthesize ideas; to analyze information qualitatively and quantitatively; to appreciate and celebrate the diversity of human cultures; to respect the value of artistic expression; and to recognize the importance of spiritual, mental, and physical health.

In light of these realities, the faculty of Nyack College strives for excellence in the teaching enterprise.

4.1 ADVISEMENT

Academic advisement of students is an essential part of the duties of each faculty member. This is particularly the case when advising students concerning courses they should take. A mistake made here can result in a student having to return an extra semester, taking courses he/she does not need, or even leaving the College altogether. It is the responsibility of the academic advisor to track student progress toward the completion of their degree program. Upon the student completing the degree program, the Registrar's Office certifies students for graduation. The Academic Dean of the respective school or college determines specific advisement assignments and advisement loads.

First year students are generally advised through the Foundations of Excellence Program.

Modification of Program is a means by which a student can request special consideration for a particular course of interest, although approval is not guaranteed. The request for a Modification of Program should be initiated by the student seeking such.

All full-time faculty and appropriately assigned $\frac{1}{2}$ and $\frac{3}{4}$ time faculty are required, unless excused in writing by the appropriate dean, to participate in the registration of students at the beginning of each semester. The respective Department Chair/Deputy in conjunction with the respective Registrar will make the daily and hourly assignments of *total time required for faculty presence at registration*.

Each faculty member who advises will do all his/her advisement at one campus location even though his/her teaching load may be split between locations.

The Registrar will make the most current information on procedures available shortly before the registration period. Faculty members are expected to become thoroughly familiar with this information so that students may be appropriately advised.

It is expected that the faculty of Nyack should make themselves available to students for academic advisement and mentoring beyond the "formal" semester advisement.

Each advisor in an interdisciplinary advisement role shall receive full advising credit per student.

Faculty members must remember appropriate boundaries in the faculty/student relationship and act appropriately in the guidance and mentoring process.

A formal structure of counseling is available as a part of the Student Development Office. Under certain circumstances - -if a student is about to harm another; be injured by another; or is about to injure himself/herself - - faculty members are required to report to the Dean of Students. Students in need of counseling should be referred by faculty members to the Dean of Students.

Students desiring Career testing, Career evaluation, and placement filing should be referred to the Student Development Office for specific help and information.

4.2 CALENDAR

The academic calendar is prepared by the Registrar's Office and approved by the Provost and the Executive Team. Unless specifically revised, it must be strictly followed in course planning and implementation. Spiritual emphasis week and other special events will be reflected in this calendar.

4.3 CLASS LISTS AND ATTENDANCE RECORDS

Class lists are available in real time through Campus Web. The professor should check lists to be sure that the students are in the right section and that all students in the class are properly enrolled.

Attendance must be taken at each session of a class to comply with federal and state legal requirements and for any legal verification. Faculty must report discrepancies in the class lists and actual attendance to the Registrar's office.

Faculty members are responsible to maintain records of attendance and grades for the students in their classes. Attendance must be taken each time the class meets, since this

is essential for New York State educational policy purposes. The institution requires this data for legal verification and may request this information from a faculty member at any time. The federal government requires that student aid be refunded as of the day the student stopped attending class, not the day the student formally withdrew from the course.

4.4 CLASSROOM ASSIGNMENTS

Classroom assignments are made by the Registrar's Office and may not be changed without written permission. No faculty member shall make changes of place or time without the written approval of the Registrar. The Academic Administration maintains a complete schedule of the use of rooms and will make rooms available for temporary use of faculty and students upon request. In extenuating circumstances the Registrar's Office should be consulted for immediate reassignment. If such circumstances arise before or after office hours, the instructor should use wisdom in relocating a class without undue interruption of another class.

4.5 CLASSROOM CARE AND ETIQUETTE

The classroom as a learning environment of higher education, should be kept in a manner appropriate to the dignity of an academic institution. Food or beverage may be allowed in the classroom at the discretion of the professor. Major food and beverage accidents are to be reported by the professor to housekeeping. All refuse should be properly disposed.

It is the responsibility of each faculty member to see that lights are turned off and windows closed at the end of each class session. Computers should be logged off, LCD projectors turned off, chalk and white boards erased, and doors closed and/or locked according to campus policy. Each faculty member is required to leave a classroom in excellent condition for the next class. Violations of this policy will be noted in a faculty member's personnel file.

4.6 CLASSROOM PRAYER AND SEAT TIME

It is common to open class periods with prayer. Professors should not prolong the devotional period so as to encroach unduly on class time.

The State of New York requires seven hundred fifty (750) minutes per credit per semester classes meet 50 minutes per credit per week in normal circumstances. These minutes may be distributed according to the length of a semester/fast track courses/modules/etc. Such distribution must be a matter of syllabic record.

All classes will be dismissed promptly. Classes should not be dismissed early. Any provisions to shorten or extend seat time by must receive approval from respective deans.

4.7 CLASSROOM VISITS

Faculty members may visit classes of other instructors in order that they may improve their own teaching techniques. When this is done, arrangements must be made before the classroom visit. Off-campus visitors must gain prior permission from the local department chair or deputy and the instructor before the visit. Children or other dependents are not allowed in the classroom due to insurance issues. Any exceptions must be approved by the Dean of Students.

4.8 DRESS CODE

The institution expects employees to be well groomed and dressed in a manner appropriate for their work. Their appearance, grooming, and dress should be modest, in good taste, safe, and suitable for the work they are doing. Appropriate business attire conveys the image of competent professionalism to the public and college/seminary community. The standard for Nyack College is "business casual." Business casual dress should look crisp, coordinated, and appropriate for business relationships. It should be sharp, clean, pressed, and in good condition.

Business casual dress is the appropriate attire for both on-campus and extension-site locations, whether engaged in administrative or teaching activities.

4.9 EMERGENCY SYSTEMS

At the sound of any fire or emergency alarm, all classes are to be immediately dismissed. Students should be instructed to leave the building using the proper exit. Fire exits are posted in each building.

All students and personnel must vacate the building when the alarm sounds, including for fire drills. Failure to do so will be considered a serious breach of conduct. Elevators may not be used; faculty and students should use only stairs and/or fire escapes. Fire exit routes must be clear at all times. Any tampering with fire equipment, alarm systems, or exits will be considered a breach of conduct.

If a course or class offering involves the use of equipment that can be dangerous, it is the faculty member's responsibility to instruct students in safety precautions. If there is a known risk, faculty members must use *waivers* stating that students acknowledge and accept certain risks.

Each campus has an Emergency Response Plan that is available electronically.

Statistical comparisons of scores will be made available to all faculty members to provide a basis of comparison with colleagues.

4.10 FAITH AND LEARNING

All professors shall integrate faith and learning in their course work, and will give conspicuous effort to the place of a particular discipline in the overall spiritual formation of the student as a whole person. Further definition of the integration of faith and learning is found in Section 7.5.

4.11 FIELD TRIPS

The institution encourages professors to avail themselves of educational aids in the area surrounding the campus. Plans for field trips must be cleared with the dean of the respective school or college. This procedure is for faculty and institutional legal protection.

Students on field trips shall not have the absence incurred in other classes charged against them as an absence. Faculty will distribute excused absence lists to fellow faculty members.

Vehicular policies often change due to insurance laws. Each faculty member is responsible for reviewing current college policies on institution vehicles and private vehicles used for field trips.

4.12 GUIDELINES FOR EDUCATIONAL USE OF MUSIC

The copyright issues concerning printed and recorded music and their public and classroom use change rapidly with new technologies. Up-to-date permission requirements may be secured through the School of Music.

4.13 LEGAL RESPONSIBILITIES TO STUDENTS

In November 1974, the Buckley Amendment became law. It is intended to guarantee the privacy of student records as well as to provide access for students to their records that are maintained by the college.

Certain information will be considered *directory information* and may be made available without notice to students, unless and until the Academic Office is notified **in writing** of the information a student does not wish made public. The following is considered *directory information*:

1. Name, address, phone number, dates of enrollment, class, major, degree(s);
2. Past and present awards, honors, school sports, or student activities.

Test scores, grades, class standing, physical status, attendance records, disciplinary action(s), or terms of dismissal are **not** considered *directory information* and will not be released without written permission of the student.

4.14 OFFICE HOURS AND CAMPUS PRESENCE

Faculty office hours and other time involvements will be determined by the respective deans of the various schools in consultation with the Provost. Faculty will post both drop-in and appointment hours, as appropriate, each semester, and will file these hours with their Dean. A minimum of ten (10) office hours will be scheduled each week, of which five (5) are "drop-in" hours. Faculty members must spend a total of three days on campus each week they are under contract, except for college and seminary breaks. Exceptions to this rule must be requested, in writing, of the respective dean.

Faculty members are expected to be present in their classrooms for announced and scheduled classes. Preplanned absences such as to attend an academic conference should be scheduled into the syllabus and compensatory seat time arranged.

The primary academic responsibility of each faculty member is to teach the assigned class load.

It is expected that all classes will meet as scheduled.

If an absence is necessary, prior notification of intention to miss any class period and arrangements for covering it should be cleared with the respective department chair. In the event of illness, the professor is expected to immediately notify the department chair, who will either announce the class cancellation or arrange coverage.

If an instructor is not present at the opening of class, students are not required to wait more than fifteen (15) minutes, unless the instructor has specified otherwise in the syllabus.

Department chairs shall follow all of the above procedures, reporting, however, to their respective deans.

Full-time faculty members are expected to participate in appropriate convocations, baccalaureates, and commencements and any other events especially designated by the Academic Administration.

Academic regalia is to be worn when indicated and is provided by the institution at no expense to the faculty member. However, academic regalia may be purchased by faculty

members with the assistance of the institution through a forgivable loan program. Terms are to be determined by the Academic Administration.

4.15 STANDARDS OF WRITTEN WORK

The standard for written work shall be identified in each syllabus and should be discipline specific. Requests for specific style guides should be made to the appropriate library.

4.16 STUDENT ATTENDANCE

Each professor must report to the Registrar any time a student exceeds two absences in a row except for legitimately excused absences authorized by other faculty or by the athletic administration.

Legitimate absences will be excused and not penalized. Legitimate absences include major sickness, tour groups, field trips, performances, or other officially recognized reasons for absence. Excuse applies only to the actual event, not to rehearsals, practice sessions, preparation, etc. Excuses must be provided to the professor within two weeks of the absence.

A tardiness policy must be stated in the syllabus.

A professor may accept evidence a student gives for illness, such as a doctor's statement, and must make the decision whether or not to grant an excuse on the merits of the case. The Dean of Students shall determine questions requiring adjudication.

Beyond these guarantees for excused absences, the professor will determine the local classroom attendance policy and the penalties in grading to be imposed.

Student teaching, internships, or other classes where attendance is governed by external attendance policies are not governed by the above guidelines.

Special circumstances will be addressed by the dean of the respective school in consultation with the Provost.

4.17 STUDENT PRIVACY AND GRADES

Student grades must never be made public by name. No student's grade may be disclosed to any other student or group.

No faculty member may publicly accuse a student of cheating or plagiarism.

The basis for grades should be published in the syllabus as well as the content, expectations, and desired outcomes of the course, see section on Syllabi.

4.18 SYLLABI AND ASSIGNMENTS

Each faculty member will submit a syllabus for each course to the respective dean. Basic syllabus information is found in **SECTION 9A** and may be enhanced by individual school requirements. The form indicated is the minimal requirement.

4.19 TEACHING RESOURCES

All teaching resources that are the property of the institution must be handled responsibly. They may not be moved from the room in which they are housed without the appropriate permissions, and under no circumstances are they to be removed from the campus. Each faculty member should consult with his/her respective dean on responsible use of institutionally owned equipment. For specifics, see individual school manuals. Maps and other attached instructional aids are not to be moved from their primary classroom without the written permission of the respective dean. Proper care of all instructional aids is imperative.

All faculty members of the institution are supplied with a computer and access to the Internet. Computer use policies are supplied by Instructional Technology Services Department. It is expected that faculty members will abide by these policies.

4.20 TEXTBOOKS

Textbooks are considered an important instructional aid. Each faculty member is at liberty to select suitable textbooks. Textbooks must be ordered in writing according to the specific campus policy. Ordering textbooks is a faculty member's responsibility.

4.21 VISITING LECTURERS

All requests for visiting lecturers in classes must be approved in writing by the Department Chair or the respective Dean in advance of any negotiation.

SECTION FIVE: FACULTY DEVELOPMENT

5.1 CONFERENCES AND PROFESSIONAL ORGANIZATIONS

Faculty members are expected to pursue professional development through attendance at professional conferences and societies, pursuing graduate and/or postgraduate study, scholarly and professional publishing, reading, and research.

Money is available annually to each full-time faculty member to help defray costs of conference and society attendance. Application is to be made to the faculty member's respective Dean. Each conference or society must be in keeping with one's field of discipline and must be approved by the Department Chair (or deputy) and the Dean of the respective school.

5.2 LOANS FOR DOCTORAL STUDIES

A faculty member may apply for a forgivable loan to help subsidize the completion of a terminal degree. Application is made through the respective dean to the Provost. Said loan will be "forgiven" for continuing full-time service to the institution at the rate of one-quarter per academic year. In the case of those whose educational work with the institution is terminated by either party, the balance of the loan shall be due. The institution will fix terms of repayment.

5.3 STUDENT INSTRUCTIONAL SURVEYS

It is the privilege of faculty members, as well as being essential to their development, that they receive student and administrative perceptions and evaluations.

All teaching faculty are required to have courses evaluated by students. The process of evaluation shall be administered by the Office of Institutional Research to assure that the conditions of evaluation are relatively equal.

1. The department chair, the dean of the respective school, or by designation of the above, some other equal party, will have a conference with each faculty member to review student evaluations and to make recommendations for professional development.

5.4 PEER AND SUPERVISOR EVALUATIONS

As part of the professional development of each faculty member, there will be an instrument provided for self-evaluation in conjunction with administrative evaluations. Each faculty member shall be evaluated as follows:

1. First-year and second-year teachers shall be evaluated by a peer and Department Chair/Deputy each semester;
2. Third-year and fourth-year teachers shall be evaluated by a peer and their respective Dean in either the fall or spring semester;
3. Fifth-year teachers and those with more than five years experience shall be evaluated by a peer and their dean at least once every three years.

These evaluations will allow for positive interaction in all evaluative conferences.

The dean of the respective school or college, or by designation the department chair, will make a general evaluation of each faculty member in his/her school or department, each year prior to the issuing of contracts. This will be a general evaluation of each faculty member's professional development in terms of classroom performance, scholarship, and community service.

At times of consideration for tenure or promotion, the deans of the respective schools or colleges may consult with chairs of standing committees to ascertain the involvement of a particular faculty member in committee work.

Deans of schools or colleges will be evaluated by the faculty in their respective school or college with respect to their role in leading the school or college, servicing the needs of their faculty, and meeting the needs of students.

5.5 PUBLISHING INCENTIVE AWARDS

Incentive awards for publishing are made upon application to the respective dean. Awards are made according to the following classes of publication or project:

1. Class One: \$600.00 – scholarly book
2. Class Two: \$400.00
 - a. major article in scholarly journal
 - b. major encyclopedia article
 - c. editor of scholarly book
 - d. chapter in scholarly book
 - e. major composition/cantata
3. Class Three: \$300.00
 - a. popular book
 - b. minor article in scholarly journal
 - c. anthem length composition
 - d. major orchestration
4. Class Four: \$150.00
 - a. intermediate encyclopedia article
 - b. paper at professional meeting
 - c. critical book review in scholarly journal
5. Class Five: \$100.00
 - a. professional workshop presentations
 - b. library book discussion meetings
 - c. talks to schools and colleges concerning one's discipline
6. Class Six: \$75.00
 - a. article in popular magazine

- b. minor encyclopedia article
- c. critical book review in journal
- d. critical book review in popular magazine
- e. song arrangement
- f. poem published in magazine or book

5.6 RESEARCH GRANTS

The applicant should submit a current curriculum vita and a maximum 1,000 words proposal addressing the following questions:

1. Type of Project: The research may be descriptive, evaluative, or archival. Where appropriate, provide a brief overview of the research methodology, expected results, and application of the results to your field.
2. Publication goals: Name the peer reviewed/indexed academic journal(s) to which the finished article will be submitted. Please attach a photocopy of cover page first page of each. If a book is being written, name the university press(es) to which it will be submitted.
3. Quality of Proposal: The project must have clearly defined goals, appropriate research methodology, and a realistic timeline and budget.
4. Promise of the Applicant: The applicant must have the necessary background and skills for the project and hold promise for solid scholarly work.
5. Potential Contribution: The research/writing must benefit scholars and practitioners in the field, and strengthen or give focus to the discipline.
6. Potential for Completion: There must be a clear time schedule with the promise of completion within one year.

The following principles will influence the review of proposals:

1. Research/Writing Grant applicants/recipients must be full-time faculty with at least two years full time teaching at Nyack/ATS. Applicants must hold at least the rank of Assistant Professor. In the case of collaborative proposals, the lead member of the team submitting the proposal must meet these qualifications.
2. Research Grant funding will be awarded up to \$4000. There is no additional expense account of any sort connected to the grant.
3. Awardees will sign an agreement to submit (a) a detailed progress report to the Provost and Vice President of Academic Affairs at the end of the summer, (b) prepare and submit a completed manuscript as soon as possible and (c) complete the project within one year of receipt of monies.
4. No writing grants will be given for projects being done on sabbatical.
5. Applications from well-published faculty as well as those wishing to begin publishing are welcome. Administrative faculties are also eligible to apply.
6. A minimum of three years must transpire before a grant award recipient may apply again.

7. Grant applicants who are also on the School/College/Division Tenure & Promotion Committee or the Institution-Wide Tenure and Promotion Committee may not be present or participate in the discussion or the voting. Similarly, immediate supervisors of grant applicants on either of the Tenure and Promotion Committees may not participate in voting.

Grant proposals should first be routed by October 15 to the School/Division Tenure and Promotion Committee via the Chair of this committee. Once approved, the grant proposals are to be submitted to the Provost and Vice President of Academic Affairs by February 15. The Institution-Wide Tenure and Promotion Committee will review proposals with the Provost and Vice President for Academic Affairs. Decisions will be announced on or before March 1.

Funding will not be available for expenses related to course tuition or attendance at conferences or seminars. Travel expenses for data collection and/or expert consultation directly related to the research can constitute up to 50% of the available grant.

5.7 SABBATICALS

There is a long-standing and widespread tradition in American academic institutions to grant qualified faculty members sabbaticals. This practice enhances the scholarly reputation of the institution, leads to educational enrichment, and promotes faculty retention. The purposes of the sabbatical are any of the following:

1. To publish works that make a contribution to the world of scholarship
2. To enrich one's resources for proficiency in teaching
3. To minister in Christian settings
4. To complete work on advanced degrees

Eligibility

Historically, sabbaticals have been granted regardless of faculty status: whether tenured or not; whether administrative or teaching faculty. A faculty member will be eligible to apply for a sabbatical after having served at the Institution for at least six years. An individual will be eligible to apply for subsequent sabbaticals after each additional six-year period of service. A person must return to the Institution for at least one academic year after the sabbatical year or must refund to the Institution the salary paid during the sabbatical.

Duration and Remuneration

Sabbaticals will normally last for either a full-year or half-year, including Winterim or Mayterm. If an individual is awarded a full-year sabbatical, two-thirds of the salary, including full faculty benefits, will be paid. If one is awarded a half-year sabbatical, 100% of the salary and benefits will be paid.

Procedures

Sabbatical requests are to be submitted in writing using the form "Application for Faculty Sabbatical Leave," which gives opportunity for stating in detail the nature of the project and its value. This form is available at files.nyack.edu (W-drive). Sabbatical requests must be approved by the chair of the department, and then submitted to the dean by October 15 in the year prior to the sabbatical. The dean is to take the request to the

School/Division Tenure and Promotion Committee to evaluate the proposal for merit. The School/Division Tenure and Promotion Committee may deny or may make suggestions for revising the proposal prior to approving it.

Sabbatical requests approved by the School/College/Division Tenure and Promotion Committee must be submitted by the faculty member to the Institution-Wide Promotion and Tenure Committee no later than December 1 of the prior year.

Any substantive revisions in the approved sabbatical proposal prior to and during the time of the leave shall be reported to and approved by the Institution-Wide Tenure and Promotion Committee. Sabbatical leaves are subject to institutional scheduling and funding needs.

Should a professor postpone his/her sabbatical, either at his/her request or that of the administration, his/her excess years of teaching shall be counted as credit toward his/her next leave.

The Institution-Wide Tenure and Promotion Committee will use the following criteria in choosing to recommend sabbaticals to the Provost and vice President for academic Affairs:

1. Merits of the proposal in view of the stated purposes for sabbaticals.
2. Rank of the faculty member. Normally seniority will be a factor only when the quota for faculty on sabbatical is about to be exceeded.
3. Elapsed time since any previous leave.
4. Accumulated years of service.

The administration will carefully watch that no more than approximately five percent of the faculty will be on sabbatical during any one given year.

Within one month following the sabbatical or one month after the beginning of the next academic year, whichever comes first, the faculty member will submit a detailed report to the school Dean outlining the achievements of the sabbatical. The school Dean will then evaluate this report with the faculty member in view of the original proposal. The final report of the faculty member and the school dean will be used in consideration of the next sabbatical for which the faculty member applies.

Those making application for a second or third, etc. sabbatical shall attach the school dean's report and evaluation regarding his/her previous sabbatical experience.

SECTION SIX: APPOINTMENT, RANK, PROMOTION, TENURE AND APPEALS PROCEDURES

6.1 APPOINTMENT

All full-time contracts are offered by the President of the Institution. Appointments are tenured appointments; one-year tenure track appointments; one-year non-tenure track appointments and short-term or visiting appointments. All appointments follow academic due process according to criteria for appointment, reappointment and placement in rank as established by the faculty. The terms and conditions of every appointment to the faculty will be stated or confirmed in writing by the President, and a copy of the appointment document will be supplied to the faculty member. Any subsequent extensions or modifications of an appointment, and any special understandings, or any notices incumbent upon either party to provide, will be stated and confirmed in writing and a copy will be given to the faculty member. Said document will include explanations of criteria for reappointment, tenure, and reaching decisions on matters of conflict.

The Institution will notify faculty members of the terms and conditions of contract renewals by March 1. The faculty member has 15 days to return the contract to the President either signed, declined, or with a request for extension of time.

Full-time faculties who are assigned to two departments on a fifty-fifty basis are expected to attend meetings of each department and school/division and are entitled to vote in each. However, their primary appointment as appears in their contract is to one of the departments. Their promotion and tenure reviews will originate in the department and school/college/division in which they have their primary appointment.

Standards for Notice of Non-Reappointment

One-year tenure track, non-tenure track and short-term appointments shall automatically terminate at the end of the contract term. The President may in all cases elect not to renew the contract. A decision not to renew is done in consultation with the Provost and Vice President for Academic Affairs and the respective dean.

The following procedures apply to faculty members whose one-year tenure track or non-tenure track appointments are not renewed:

1. When a decision not to renew an appointment has been reached, the faculty member involved will be informed of the decision in writing by the Provost and the Vice President for Academic Affairs. Notice of non-reappointment also follows academic due process and always provides the faculty member with a written statement of reasons for a decision not to offer reappointment.
2. Written notice that a one-year tenure track or a one-year non-tenure track appointment is not to be renewed will be given to the faculty member in advance of the expiration of the appointment as follows:
 - a. Not later than March 1 of the first academic year of service if the appointment expires at the end of that year; or, if a one-year appointment terminates during an academic year, at least three months in advance of its termination.

- b. Not later than December 15 of the second academic year of service if the appointment expires at the end of that year.
 - c. At least twelve months before the expiration of an appointment after two or more years at the Institution.
- 3. If an appointment is not renewed, the faculty member may appeal to the Faculty Affairs Committee. The possibility of an appeal does not apply to short term or visiting appointments clearly designated in writing at the outset as involving only a brief association with the Institution for a fixed period of time.

Exit Interview

When a faculty member plans to leave Nyack or when a faculty member is terminated, he/she shall be assigned an "Exit Mentor".

The professional responsibilities of departing faculty includes a checklist, found in the Appendices, to be completed by the faculty member and the Exit Mentor.

6.2 PLACEMENT AND PROMOTION IN RANK

The Institution will place and promote to the rank of Assistant, Associate or full Professor only those who hold the earned doctorate. Within this framework, it is the policy of the Institution to make promotions in academic rank under the following conditions:

1. All promotions are approved by the Board of Trustees upon the recommendation of the President. Such promotions are also made upon the recommendation of the Provost and Vice President for Academic Affairs, the Institution-Wide Tenure and Promotion Committee, the dean of the school/division, the School/Division Promotion and Tenure Committee and the department chair.
2. Recommendations for promotion shall be based primarily on merit according to the rank requirements.
3. Faculty members shall be eligible for promotion to the next higher rank on the basis of merit after they have served a minimum of four years in the lower rank. It is common in colleges and universities to serve five or more years in a rank, so four years in rank is not a guarantee of eligibility.
4. Adjunct teaching at Nyack will be counted (at 1:1 ratio) as experience toward initial placement in a faculty rank but not as experience toward promotion or tenure.
5. If a faculty member comes with a doctorate or its equivalent (see Terminal Degree Requirements) but no teaching experience, the appropriate level is Assistant Professor. If a person comes with a doctorate anticipated with or without teaching experience, the appropriate rank is Instructor until the doctorate is achieved. If it is completed within the first semester of being at Nyack, promotion will be automatic and the salary will be immediately adjusted. Thereafter, the person will need to go through the evaluation process in order to achieve a higher rank with its commensurate salary. However, his/her salary will be adjusted immediately to reflect the doctorate.

In the case of an incumbent faculty member completing a doctorate during the academic year, his or her salary shall be immediately adjusted to reflect the point increment attributable to the doctorate. However, he/she will need to go through the evaluation process in order to achieve a higher rank.

6. For initial ranking the following should be considered: a. degrees; b. experience with focus on higher education teaching; c. scholarly achievement; d. previous rank at an institution maintaining comparable standards for faculty rank. Since other criteria (support of college/seminary community, modeling of spiritual values) are difficult to apply to incoming faculty, these should be used, to the extent that it is possible, in the decision whether to hire the person or not, but not in the decision on initial rank.

Terminal Degree Requirement

In the evaluation of a person's placement in rank and eligibility for promotion a higher weighting will be applied in favor of an individual with the preferred degree status. The effect of this, depending on the candidate's fulfillment of the other promotion criteria, may be the delay of promotion for those with only an acceptable or minimal degree status.

The preferred doctoral degree is the Ph.D. For certain fields other doctorates will be accepted as equivalent to this because they are professionally recognized and the only available terminal degrees for those fields. Some other doctorates may not be judged to approximate the preferred Ph.D. standard (that is, these are really closer to a master's level work in other fields, and there is available an appropriate terminal degree that is comparable to a Ph.D.). Before a person undertakes a program of study leading to a terminal degree in their own or a related field, he/she would be wise to clear its adequacy with the Provost and Vice President for Academic Affairs. The following examples serve to illustrate the issue.

1. Comparable to a Ph.D.:
 - Ed.D.** in education
 - Th.D.** in theology or Bible
 - D.B.A.** in business administration
 - D.M.A.** in musical arts

2. Not comparable to a Ph.D. (though regarded by some as terminal):
 - M.F.A./M.B.A.** will be treated as a professional terminal master's and not, in itself, qualifying for a rank higher than Instructor.
 - M.L.S.** will be treated as a professional terminal master's and not, by itself, qualifying for a rank higher than Librarian II.
 - J.D.** will be treated as a 3-/4- year master's and not, in itself, qualifying for a rank higher than Instructor.
 - D.Min/D.Miss.** will be treated toward meeting the standard for full Professor ONLY if the holder's teaching assignment is at least one half time in the specific area of the degree AND the degree is held in addition to an M.Div.
 - M.D. or D.O.** will be treated toward meeting the standard for full professor ONLY if the holder's teaching assignment is in the specific area of biological sciences.
 - Psy.D.** will be treated toward meeting the standard for full Professor ONLY if the holder's teaching assignment is in the specific area of the degree.

3. Honorary degrees, such as **D.D.**, **L.L.D.**, **Litt.D.**, will generally not be counted.

4. Professional licenses normally acquired within a field are not considered academic credentials.

6.3 PLACEMENT IN THE SALARY SCALE

A statistical analysis of actual salaries noting, means, medians and ranges within each rank will be presented to the faculty annually. Principles for applying the salary schedule are as follows:

Degree Credit for Degrees from Accredited Institutions

1. One unit for a second Master' or 1-2 yr. Professional Master's [e.g. MBA; MLS]
2. Four units for being ABD
3. Two units for four-year professional Master's degree (e.g. M.Div., Th.M.) or a non-dissertation professional doctoral degree (e.g. J.D., M.D., D.O.)
4. Twelve units for an earned doctorate as listed in the section on the Terminal Degree Requirement, and the D. Min, D. Miss, and Psy.D.

Advancement

1. Normally one unit is added for each year in a rank at the Institution, up to a maximum of 5 units. This cap does not apply to faculty members with an earned doctorate.
2. At promotion to a higher rank, the credit for prior experience is discontinued. In no case will a promotion result in a drop in salary.

Special Considerations

1. Faculty members who have 10 or 11-month contracts will receive an adjustment of approximately 11% [for 10-month] or 22% [for 11-month] of their base pay.
2. Some faculties are paid at a percentage of full-time, such as 1/2-time or 3/4-time.
3. The salary of administrative faculty may be increased beyond what the faculty scale alone would merit.

6.4 TENURE POLICY

Time Necessary to Secure Tenure

The Board of Trustees may grant tenure to a faculty member upon evidence of six years of satisfactory full-time teaching experience at the Institution and upon the recommendation of the Provost of the College. A scholarly leave of absence for one year or less will be evaluated by the President as to whether it will count. In the event tenure is not granted following a tenure review, one-year contracts may continue to be issued.

Standards of Eligibility for Tenure Status

Until acquisition of tenure, all appointments are made for a period of one year. A faculty member may be evaluated for tenure after at least six full years of teaching at the Institution. In addition, librarians with a doctorate may qualify for tenure after six years of service at the Institution. Time spent on an off-campus duty assignment or leave of absence without pay does not apply toward the six-year probationary tenure time required.

A faculty member, in consultation and with the approval of the department or division Chair, may choose to defer tenure.

Following an evaluation, the Institution-Wide Tenure and Promotion Committee may recommend to the President that a faculty member be asked to continue to teach with yearly extension contracts and recommend to the President that a faculty member be reconsidered for tenure at a later date.

To Whom Tenure Applies

All full-time faculty members who have taught at the Institution for at least six years will be eligible if they are on a tenure track. Tenure does not apply to any administrative position such as president, vice-president, treasurer, public affairs officer, registrar, department head (non-academic), business manager, public relations officer, and positions in admissions, recruitment, athletics, etc. If such administrative persons have previously received tenure as faculty members, they may retain their academic tenure with the right of return to their academic position where tenure applies. The administration may permit administrative faculty who qualify for tenure as teaching faculty to apply for tenure so that they may secure the right of return to teaching if their administrative status ends.

Criteria for Awarding Tenure

The decision to award or deny tenure will be made in light of the following considerations:

1. Excellence in performance in the classroom. Factors bearing on the quality of performance in the classroom include:
 - a. knowledge of the field
 - b. lecture and discussion skills
 - c. conscientious and creative preparation of syllabi and evaluative tools
 - d. competent evaluation of student performance

2. Satisfactory integration of faith and learning must include:

- a. theoretical and practical out-workings of integration in one's academic field
 - b. preparation of a project in which the individual demonstrates and articulates the relationship between Christian beliefs and the broad principles of the academic discipline
- 3. Professional achievement including a terminal degree and the accomplishments detailed under the section on ranks.
- 4. On campus and off campus community service and spiritual modeling including:
 - a. service to the College as manifested by participation in committees
 - b. student counseling
 - c. academic advisement
 - d. church and community involvement
 - e. chapel attendance and participation in spiritual services

Tenure Limitation

The total number of full-time tenured teaching faculty at the Institution, unless specifically approved otherwise by the Board of Trustees, shall not exceed two-thirds of the full-time teaching faculty at any time.

The two-thirds provision will be implemented across departments on an institution-wide basis. The administration will determine how many faculty (up to two-thirds) may be tenured in each department based on the strength of enrollment within a department. The administration will also determine how many faculty may be placed on a tenure track within a department in light of how many faculty are already tenured in their areas of specialization and the enrollment prospects within the department. Once a faculty member is on a tenure track, he/she will not be removed from the tenure track, but may need to wait for a tenure opening should the enrollment situation within a department warrant it.

Termination of Tenure Appointments

The following are grounds for termination of tenured appointments:

1. Failure to adhere to the doctrinal statement to which all faculty members are required to subscribe.
2. Violation of the moral principles upheld by the Institution as defined in the employment application.
3. When the faculty member cannot continue to fulfill the terms and conditions of the appointment with tenure for medical reasons, the decision will be based upon clear and convincing medical evidence of an inability to continue to fulfill the terms and conditions of the appointment. The decision to terminate will be reached only after the faculty member concerned has been informed of the basis of the proposed action. In addition, an opportunity to present the faculty member's position and respond to the evidence will be afforded. If the faculty member so requests, the evidence will be reviewed by the Faculty Affairs Committee before a final decision is made by the Board of Trustees on the recommendation of the President.

4. Demonstrated professional incompetence in any of the following areas: knowledge of one's field, classroom performance, preparation, and evaluation of student performance.
5. Lack of sympathy with the mission and the core values of the Institution.
6. Termination of a tenured appointment may occur under extraordinary circumstances because of financial exigency, e.g., a financial crisis which threatens the financial stability of the Institution as a whole and which cannot be alleviated by other means.
7. Discontinuance or limitation of a program, which clearly renders retention not feasible, or a Board of Trustee decision that significantly changes the direction of a program or program area. In such cases an attempt will be made to reassign the faculty member to a position for which he/she is qualified.

Procedures for Termination

For reasons other than financial exigency or a Board of Trustee change in the direction of a program or program area, the following procedures will be used:

1. Dismissal of a faculty member with tenure will be preceded by discussions between the faculty member and appropriate administrative officers. If their discussions do not lead to a resolution, a written statement of charges, framed with reasonable particularity, will be drawn up by the Provost.
2. The statement of charges shall be delivered personally, or sent by certified mail to the last known address of the faculty member.
3. Within 10 days of delivery or within 13 days of the mailing of the statement of charges, the faculty member may request in writing a review by the Faculty Affairs Committee of the evidence supporting the charges.
4. The faculty member has the right to appear before the Faculty Affairs Committee and will have the right to confront and cross-examine all witnesses called by the Committee. A verbatim record of the hearing or hearings will be taken and a word-processed copy will be made available to the faculty member without cost, at the faculty member's request. At the close of the proceedings, a confidential hard copy and computer version of the record will be kept in the Office of the Provost and Vice President of Academic Affairs for a period of ten years, as will all minutes related to the proceedings. The Chair of the Committee should keep a second confidential copy of the records for five years.
5. The Faculty Affairs Committee shall thereafter review the evidence and recommend whether the faculty member should be dismissed, which recommendation shall not be binding upon the President.
6. After receiving the recommendation of the Faculty Affairs Committee, and consulting with the Provost, the President shall prepare a notice of termination if the Committee recommends dismissal, and may prepare such notice if the Committee does not, which notice shall be delivered personally to or mailed by certified mail to the last known address of the faculty member.

7. The notice of termination shall state the date the faculty member's employment will terminate. Final payment terms will be determined with consideration of the reasons for termination.
8. On appeal, the faculty member shall follow the procedures outlined in the *Faculty Handbook* in the section on Faculty Appeals Procedure.
9. The decision to grant or deny the appeal shall be final.

Termination in the Case of Financial Exigency

1. If the administration issues notice to a particular faculty member of an intention to terminate the tenure appointment because of financial exigency, the faculty member will have the right to a full hearing before the committees noted in the section on Faculty Appeals Procedure.
2. If the Institution, because of financial exigency, terminates tenure appointment(s), it will not simultaneously in the same department and area of scholarship make another full-time appointment. The appointment of a faculty member with tenure will not be terminated in favor of retaining a faculty member without tenure, in the same department and area of scholarship, except in circumstances where a significant alteration of the academic program would otherwise result.
3. Before terminating an appointment because of financial exigency, the Institution, with faculty participation, will make every effort to place the faculty member concerned in another suitable position within the Institution.
4. In all cases of termination of appointment because of financial exigency, the faculty member concerned will be given notice according to the standards of notice for non-reappointment.
5. In all cases of termination of appointment because of financial exigency, the place of the faculty member concerned will not be filled by a replacement within a period of three years, unless the released or transferred faculty member has been offered reinstatement and ten days in which to accept or decline it.

Discontinuance or Limitation of Program or Department Not Mandated by Financial Exigency

The decision to discontinue or limit a program or department of the Institution will be based essentially upon educational and economic considerations, as determined by the administration, the faculty, or the Board of Trustees. Before the administration issues notice to a faculty member of its intention to terminate an appointment because of formal discontinuance or limitation of a program or department of instruction, the Institution will make every effort to place the faculty member concerned in another suitable position. If no other position is available within the Institution, the faculty member's appointment then may be terminated, but only with the provision for severance salary equitably adjusted to the faculty member's length of service.

Resignation

Faculty members may terminate their appointments effective at the end of the academic year, provided that they give notice in writing at the earliest possible opportunity, but not later than March 1. Faculty members may request a waiver of this requirement of notice in

cases of hardship or in a situation where they would otherwise be denied substantial professional advancement or other opportunity.

Tenure and Professional Development

Tenured faculty shall be eligible for reduction of teaching loads and/or sabbaticals (through normal channels) for the purpose of professional development. The individual's performance as a teacher and the merit of the proposed project should be the considerations on which these awards are made. The administration shall decide on each application for a reduction in teaching load in light of the stated purpose.

6.5 PROCEDURES FOR PROMOTION AND TENURE

General Provisions

Eligible faculty will be notified by the Institution-Wide Tenure and Promotion Committee concerning the submission of materials (following a review by the School/Division Tenure and Promotion Committee), for which the deadline is October 1.

1. Tenure is a privilege awarded only at the discretion of the Board of Trustees. Any representation to the contrary, whether oral or otherwise, is in no way binding on the Institution. The decision is normally based on a recommendation from the President, who in turn receives input from the various steps of the review process and finally from the Institution-Wide Tenure and Promotion Committee and the Provost and Vice President for Academic Affairs. While the Committee evaluates candidates against a set of stated criteria, the fulfillment of these standards is not, in itself, sufficient grounds for a candidate to expect tenure.
2. The faculty member should address the Institution-Wide Tenure and Promotion Committee concerning any issues in the submission of all promotion and tenure materials.
3. Any person fulfilling the time in service and degree requirements may submit a portfolio for promotion consideration. In rare cases of exceptional achievement equivalent to the degree requirement, the Institution-Wide Tenure and Promotion Committee and the administration may invite a faculty member to submit a portfolio through the channels of the evaluation process. Fulfillment of such alternative criteria is the responsibility of the Institution-Wide Tenure and Promotion Committee to judge in the review process.
4. Faculty who are denied tenure following a tenure review may be issued one-year contracts.
5. A tenured faculty member who becomes a full-time administrator and subsequently elects to return to regular faculty status may return to his/her tenured status.
6. A faculty member who, having earned tenure or years of service toward tenure consideration, breaks service and then returns to service at Nyack College may upon recommendation of the President to the trustees have the previously-earned tenure restored or years of service counted toward tenure consideration.

Materials to be Submitted for Promotion Review

(To be assembled in a three-ring binder)

1. *Curriculum vitae*: This should include education, publications, and other scholarly participation. When listing publications, please place first, and clearly indicate as such, publications in peer review/indexed scholarly journals and/or publications by university presses. Be sure to include your participation in "faculty scholarly dialogue" meetings and/or other scholarly activities in your campus, school, or department as evidence of support of the institutional community i.e. faculty development.
2. Self-evaluation: Statement regarding the goals of the faculty member for the period under review and a discussion of how those goals were achieved. Goals should be arranged under broad categories: Teaching Goals, Research/Publication Goals,

Community Service Goals, etc. The achievement of the goals may be supported by reference to other sections in this review document.

3. Evidence of spiritual modeling, such as attendance at Chapel, Spiritual Emphasis Week, local church involvement, spiritual mentoring, Christian service.
4. One syllabus for each of the different courses taught over the last three years. If course is new, it should be clearly noted. In courses that the candidate has taught more than once in the three years, the candidate should *explicitly and clearly indicate* in what respects they have been improved over time.
5. Professional Development Plans from the last four years; these should include clear references to Student Instructional Surveys.
6. A statement of the candidate's commitment to and a description of involvement in student advising, including academic, spiritual, career, and student organizations advising.
7. A description of service to the institutional community, including committees served and tasks accomplished, student organizations advised, participation in Chapel ministry, public relations activities, and any other involvement deemed significant by the candidate. Such service may be supported by a peer letter if the candidate so desires.
8. Letter(s) addressed to the committee from superior and/or peer(s), which evaluate the work of the faculty member. This may also include testimonials from persons external to the college, such as a pastor.

Materials to be Submitted for Tenure Review

(To be assembled in a three-ring binder)

1. Same materials listed above under 1-8.
2. Integration of faith and learning project.

Integration of Faith and Learning Project

The Institution believes that the essence of Christian higher education consists in the attempt to integrate faith, learning, and spiritual transformation. Therefore, any teacher in a Christian liberal arts institution should be continually pursuing integration of faith and learning, both in the classroom and in scholarly writing. With this in mind, the Institution has adopted the policy that every faculty member going through the process of applying for tenure be required to submit a project integrating faith and learning. At the seminary and in the professional graduate schools an alternative project is required. Faculty at ATS should prepare a project, which integrates theological disciplines with the ministry of the Church.

Meaning of Faith and Learning

The integrative project seeks to demonstrate how the faculty member understands the integration of his/her discipline with the basic content of the Christian faith. However, it should be clearly understood that integration is more than conjunction. It is not enough

simply to state and analyze the faith/revelation content on the one hand and to state and analyze the disciplinary subject matter on the other hand. It is not even enough merely to criticize the academic discipline from the vantage point of revelation. Rather, there must be a deliberate attempt to integrate the two, that is, to explore the implications of each for the other. This is not to deny that for the Christian academician the revelatory side of the equation ultimately has a priority that is not shared by the other side of the academic discipline. It is to say, however, that the faculty member must make a concerted and honest attempt to see implications running both ways.

Depth of the Project

Each faculty member applying for tenure is charged with the responsibility of presenting to the School/Division Tenure and Promotion Committee and the Institution-Wide Tenure and Promotion Committee the following:

1. a written, detailed explanation of what “integration of faith and learning” means to him or her individually, and
2. a detailed analysis regarding how such integration will be demonstrated to the members of the School/Division Tenure and Promotion Committee, members of the Institution-Wide Tenure and Promotion Committee in particular, and to the faculty at large. The candidate may select from a list of options, which may include any of the following:
 - a. A previously published book, accompanied by a detailed explanation of the ways in which this book is integrative of faith and learning.
 - b. A previously published chapter of an edited work, published by a publisher of standing, accompanied by a detailed explanation of the ways in which this chapter is integrative of faith and learning.
 - c. A previously published scholarly paper in a peer-reviewed journal, accompanied by a detailed explanation of the ways in which this paper is integrative of faith and learning.
 - d. A collection of no less than three scholarly papers presented at academic conferences, accompanied by a detailed explanation of the ways in which these articles are integrative of faith and learning.
 - e. A collection of no less than five previously published articles in more “popular” periodicals, accompanied by a detailed explanation of the ways in which these articles are integrative of faith and learning.
 - f. A scholarly paper written specifically in connection with one’s application for tenure, accompanied by a detailed explanation of the ways in which this paper is integrative of faith and learning.
 - g. A scholarly workshop presentation, accompanied by a detailed explanation of the ways in which this workshop is integrative of faith and learning.
 - h. An original musical composition, accompanied by a detailed explanation of the ways in which this composition is integrative of faith and learning.
 - i. A musical performance that contains detailed explanations regarding the background of the composer, an analysis of the work, an explanation of the musician’s interpretation of the work, etc., accompanied by a detailed explanation of the ways in which this work is integrative of faith and learning.
 - j. An art exhibition of original works, accompanied by a detailed explanation of the ways in which the exhibition as a whole and/or the individual works included are integrative of faith and learning.

- k. Projects which are not listed but have been certified by the Institution-Wide Tenure and Promotion Committee as acceptable and equivalent to any of the options listed.

Evaluation for Promotion and/or Tenure

Faculties who have been informed by the Institution-Wide Tenure and Promotion Committee that they meet the minimum standards for consideration for promotion and/or tenure may initiate the promotion and/or tenure process on their own behalf. The first part of the process may begin the year before full eligibility occurs. The faculty member shall submit to the Department Chair (or in the case of the Chair, to the Dean) by November 15th, materials in the form of a promotion and/or tenure portfolio as laid out in the *Faculty Handbook* to facilitate consideration of his/her accomplishments and potential. The Chair will forward a recommendation with the tenure portfolio to the Dean of the School/Division by January 20th. The Dean will convene the School/Division Tenure and Promotion Committee during the spring semester. Once the faculty member has received the decision from the School/Division Promotion and Tenure Committee and the separate recommendation of the Dean, it is up to the faculty member to decide whether or not, and when, to pursue review by the Institution-Wide Promotion and Tenure Committee. The recommendation of the School/Division Promotion and Tenure Committee, accompanied by the promotion and/or tenure portfolio, are forwarded by the faculty member to the Institution-Wide Tenure and Promotion Committee by October 15, which in turn makes a recommendation to the President, as does the Provost and Vice President for Academic Affairs.

It is expected that the President, in forming a decision to recommend promotion and/or tenure of faculty members to the Board of Trustees, will consider all of the evaluations of each promotion and/or tenure candidate at all levels of the review process.

In the case of non-promotion in accordance with the standards for promotion in the *Faculty Handbook*, the faculty member must be given written notice of delay or denial outlining reasons for the decision.

In case of non-appointment to tenure in accordance with the standards of eligibility set forth in the section on Criteria for Awarding Tenure of the *Faculty Handbook*, the faculty member must be give a written notice of denial outlining reasons for the decision. In the event tenure is not granted following a tenure review, yearly contracts only may continue to be offered.

School/Division Tenure and Promotion Committee

Each school/division with over fourteen full-time faculty will have its own School/Division Tenure and Promotion Committee. (See section on School/Division Tenure and Promotion Committee.) As of the 2007-2008 academic year, the following schools/divisions do not have the requisite number of full-time faculty: School of Business, Computer Science and Communications, School of Music, Division of Adult and Distance Education. In order to constitute Tenure and Promotion committees for these schools/divisions, they will join together in the following manner: The Division of Adult and Distance Education will join with the School of Business, Computer Science and Communications. The School of Music will join with the Division of Liberal Arts and Science. The four administrative divisions that include Academic Support, Library, Registrar, and Student Development will join together to form their School/Division Tenure and Promotion Committee.

Each School/Division Promotion and Tenure Committee will include the following as its membership: the dean of the school/division, the respective school/division's representative to the Institution-Wide Promotion and Tenure Committee, and two representatives elected by the school/division including one tenured professor (if available) and one associate or full professor (two, if a tenured professor is not available for service on this committee).

When a faculty member from the Division of Adult and Distance Education submits material for a promotion or tenure, the Dean of the Division of Adult and Distance Education and two elected faculty representatives at the rank of associate or full professor from this division will join the School/Division Promotion and Tenure Committee of the School of Business, Computer Science and Communications for the review of this faculty member.

When a faculty member from the School of Music submits material for a promotion or tenure, the Dean of the School of Music, its representative to the Institution-Wide Promotion and Tenure Committee, and one elected faculty representative at the rank of associate or full professor from the School of Music will join the School/Division Promotion and Tenure Committee of the Division of Liberal Arts And Sciences for the review of this faculty member.

The four administrative divisions will elect one faculty representative from the two highest administrative faculty ranks in their respective divisions to constitute their School/Division Tenure and Promotion Committee. When a faculty member in one of these divisions has submitted materials for a promotion or tenure review, the Dean of the faculty member's division will serve on the committee. If more than one faculty member is being considered, the Deans representing those divisions will all serve.

The chair of each School/Division Promotion and Tenure Committee will be elected from the ranks of the full-time teaching faculty, or in the case of administrative divisions, from the ranks of full-time administrative faculty (not at the dean level).

The School/Division Promotion and Tenure Committees will consider faculty for promotion and/or tenure (which will include an interview with the faculty member) during the spring semester prior to their review by the Institution-Wide Promotion and Tenure Committee, which will occur during the fall semester. If need be, they will also function during the fall semester in the capacity of reviewing faculty who are coming back for a second review.

Faculty will be reviewed on the basis of the criteria in the Faculty Handbook. The decisions of the School/Division Tenure and Promotion Committee may include the following: recommend, delay, or not recommend. In every case, the Committee will provide, in writing, the reasons for their decision to the faculty member. In particular, a decision to delay should include details as to what the faculty member needs to do to be prepared for a favorable promotion and/or tenure decision.

Institution-Wide Tenure and Promotion Committee

Once a recommendation has been made by the School/Division Tenure and Promotion Committee, promotion and/or tenure is recommended by the Institution-Wide Tenure and Promotion Committee consisting of the Provost and Vice President for Academic Affairs and the tenured faculty elected by the Faculty Assembly.

In compliance with Nyack College's Core Values, the Institution-Wide Tenure and Promotion Committee must consist of a diverse and representational group of tenured faculty members from each of the Institution's schools and divisions within schools with the exception of the School of Adult and Distance Learning. As of spring, 2007, the available number of candidates who meet this criterion precludes fulfillment of this requirement. It is therefore necessary, at this time, to include non-tenured faculty who have been at the Institution at least five years and have a rank of associate or full professor as part of the Institution-Wide Tenure and Promotion Committee.

An assessment of the pool of tenured faculty will take place every two years to determine the necessity of including use of non-tenured faculty, and a new target date may be set for meeting the goal.

This policy will automatically reactivate on an as-needed basis, to insure a diverse and representational committee.

Each member of the Institution-Wide Tenure and Promotion Committee has an equal vote on all matters. The Committee must give proper credence and weight to the recommendations of the department chair, school/division dean and the School/Division Tenure and Promotion Committee. The deliberations of the Institution-Wide Tenure and Promotion Committee will include an interview with the candidate. Their decision may include the following: recommend, delay, or not recommend. In every case, the Committee will provide, in writing, the reasons for their decision to the faculty member. In particular, a decision to delay should include details as to what the faculty member needs to do to be prepared for a favorable decision. The recommendation of the Institution-Wide Tenure and Promotion Committee will be forwarded in writing through appropriate channels, along with the written recommendations of the department chair, the school/division dean, School/Division Tenure and Promotion Committee and the Provost and Vice President for Academic Affairs, to the President, who is responsible for making the final decision to recommend.

The Faculty Affairs Committee maintains responsibility for overseeing the activities of this committee and for making any changes in its policies and procedures, which will then be proposed to the Faculty Assembly.

Promotion and/or Tenure Decision

Promotion and/or tenure requires an affirmative decision of the Board of Trustees upon the recommendation of the President who shall evaluate the recommendations of the Provost and Vice President for Academic Affairs, Institution-Wide Tenure and Promotion Committee, the dean of the school/division, the School/Division Promotion and Tenure Committee, and the department chair.

6.6 FACULTY APPEALS PROCEDURE

Regarding matters of salary, promotion, tenure, reappointment or non-reappointment, and any other matters bearing on faculty performance and professional concerns, faculty members shall have the right to a review of their grievance according to the procedure described below. This procedure is that of the Institution and the Faculty Affairs Committee and shall in no respect be bound by formal or informal rulings or policies issued by any outside source. However, general adherence to the American Association of University Professors guidelines and to accepted standards of due process is expected. ("Recommended Institutional Regulations on Academic Freedom and Tenure", *AAUP Policy Documents & Reports*, 1995 edition, pp. 21-30).

The purpose of this procedure is to provide a means whereby an aggrieved faculty member may obtain a review before a well-informed, disinterested body of peers elected by the faculty for that purpose. The Faculty Affairs Committee, in order to be well informed, will have access to all relevant information under control of the officers of the Institution. The function of the appeals procedure is to determine whether a grievance is well-founded and to make recommendations regarding the resolution of disputes. [In initiating an appeal, faculty should note that dismissal for cause is not to be confused with non-appointment. In the case of the latter, a contract is not renewed.]

Any grievance shall be brought first to the Provost and Vice President of Academic Affairs (as Chief Academic Officer of the Institution) and/or Chair of the Faculty Affairs Committee, who will seek to resolve the dispute informally by consultation with the faculty member, the faculty member's dean, and others whose knowledge or experience may be of help in achieving a mutually satisfactory settlement of the dispute. The Provost and Vice President for Academic Affairs and/or the Chair of the Faculty Affairs Committee will report the substance of this informal consultation to the faculty member in writing.

In the case of failure of other efforts to resolve the dispute, the faculty member may request the participation of the Faculty Affairs Committee by submitting a written statement of the grievance to the Chair of the Committee with a copy to the Provost and Vice President of Academic Affairs. Upon receipt of the statement of grievance, the Chair of the Faculty Affairs Committee will convene a meeting of the Faculty Affairs Committee for the purpose of constituting a panel (the "panel") to consider the case. Before this meeting, the Chair will confirm that step one has occurred, receive a copy of the informal consultation letter and will consult with the parties to the dispute to determine whether they believe that any members of the Committee ought to be excluded from the panel for reason of bias or a conflict of interest. Those faculty members considered to have a conflict of interest or bias in the case will be excluded from panel service. Parties to the dispute, including the Committee Chair, and those faculty members considered to have a conflict of interest or bias in the case will be excluded from panel service. If the Committee Chair is excused from service an *ad hoc* chair will be elected by the remaining Committee members.

A list of eight potential panel members from the Committee will be developed, four members selected by the aggrieved faculty member, and four by the Committee. From these eight, the aggrieved faculty member and the Chair may each excuse two members of the Committee without explanation, leaving a final panel of five members including the Committee Chair. Unless excluded by conflict of interest, bias, or by the aggrieved party, the Committee Chair will serve as the panel Chair. If the grievance includes a claim of gender discrimination, at least two members of the panel shall be of the same gender as the aggrieved faculty member. If necessary, in order to fulfill any of the aforementioned

provisions, the Committee shall appoint a member(s) of the faculty as a replacement to the panel on an *ad hoc* basis.

The panel will conduct a preliminary investigation solely in order to determine whether the evidence warrants further review. The preliminary investigation process will be as follows:

1. At the request of the panel, the administration and/or faculty members will make available to it all relevant evidence in their possession pertaining to the grievance. All evidentiary findings will be equally available to the administration and the faculty member via photocopied transcripts, or copies of other appropriate media (i.e. recordings, videotape, photos, etc.)
2. The panel may consult with the aggrieved faculty member and the Provost and Vice President of Academic Affairs. A list of relevant witnesses, developed by the aggrieved parties will be provided to the panel. Any additions to the initial list will be provided immediately to the panel, or, if discovered by the panel in the preliminary investigation, to the aggrieved parties.
3. The panel will then meet in order to determine whether there is a *prima facie* case warranting a hearing. A hearing entails a formal presentation of evidence including testimony by relevant parties. In contrast, a preliminary review is a consideration of documentary evidence that may include but not require consultation with the aggrieved faculty member and other individuals having information pertaining to the case.
4. Following the preliminary investigation, by majority vote, the panel may dismiss the case on the grounds that no reasonable evidence supports the claim of the aggrieved faculty member. If so, the Chair of the panel will notify the parties to the dispute, the Provost and Vice President of Academic Affairs, and the Chair of the Faculty Affairs Committee of its decision in writing. However, if the panel decides in favor of further investigation, the Chair of the Panel will notify the parties, in writing, of a proposed time and place of further review by way of a hearing. If a change of time is needed by the parties, they should contact the Chair of the Panel.

The appeals panel is charged with the responsibility of conducting a full, fair, and impartial consideration of the dispute. The purpose of the preliminary investigation or hearing is to make the panel thoroughly informed about the dispute. The conduct of the preliminary investigation or hearing will be consistent with the following provisions:

1. All parties will hold in strict confidence all information provided by the parties to the dispute and all testimony made during the course of the appeals procedure. At the conclusion of the proceedings, the panel will, when possible, return all documentary evidence to its source.
2. In disputes involving an action or decision of the Institution, at least ten days prior to the preliminary investigation or hearing, the panel will allow the aggrieved faculty member, accompanied by a Nyack College faculty member of his or her choice, to examine the evidence. The Chair of the appeals panel will arrange for the examination of this evidence. The aggrieved faculty member will have the right to revise his or her written statement of grievance after examining the evidence.

3. At the hearing, the panel, the Provost and Vice President of Academic Affairs, and all parties directly involved in the dispute will have the right to call and present witnesses and to demand and supply documentary evidence. Neither the panel nor the parties to the dispute will be bound by legal rules of evidence but will have the right to present witnesses and confront and question all witnesses.
4. The Provost and Vice President of Academic Affairs, together with the parties directly involved in the dispute, as determined by the panel and the aggrieved faculty member, are entitled to attend the hearing. A Nyack College faculty member who may serve only as an observer may accompany and consult with the aggrieved faculty member. At the request of any party to the dispute, a representative of a responsible educational association may attend the hearing as an observer.
5. All actions of the panel will be taken by a majority vote of the five members constituting the panel in a particular case.
6. Letter(s) communicating decisions of the panel will be drafted by the Chair of the panel based on the points of conclusion made by the panel. The draft(s) will be reviewed and approved by the panel before being sent out.
7. All letters, minutes and records of the proceedings and deliberations are confidential. After the conclusion of the entire process, a hard copy will be kept in the files of the Provost and the Vice President for Academic Affairs and another in the Provost's computer files for ten years. The Provost should ensure that CD's of the year's files are burned every year. After ten years, the records will be moved into institutional storage. The Chair of the panel will also keep a set of confidential copies for five years.

Pending a final decision following a preliminary investigation or a hearing, the President or Provost and Vice President of Academic Affairs may suspend the faculty member, or assign the faculty member to other duties in lieu of suspension, only when appropriate. Before suspending a faculty member, pending an ultimate determination of the faculty member's status through the Institution's hearing procedures, the administration will consult with the Faculty Affairs Committee concerning the propriety, the length, and the other conditions of the suspension. The faculty member's salary will continue during the period of the suspension.

After the conclusion of the preliminary investigation or hearing, the five members of the panel will meet in a closed session to review all information presented and make a determination in the case. In cases in which no three members can concur, the panel will simply state that it could make no determination. The panel will make a written statement of its determinations and its recommendations. Copies of this document will be transmitted to all parties directly involved in the dispute.

This document will include a determination of the merits of the aggrieved faculty member's claims and such recommendations as may lead to the resolution of the dispute subject to the following restrictions:

In cases of possible inadequate consideration resulting in the termination of a faculty member's appointment or the decision not to reappoint a faculty member, the panel will not conduct an evaluation of the faculty member. The panel will be limited to determining a) whether the administration complied with the applicable policies and procedures of the Institution in a non-arbitrary and a non-capricious manner, b) whether the dossier compiled for the purposes of evaluation was properly constituted, and c) note any violation of

academic freedom or discrimination. In such cases, the panel's recommendations will be limited to advising the President whether a new evaluation of the faculty member ought to be conducted. The members of the body that made the original decision will make the new evaluation.

In all cases, including reevaluation, the President will render a final decision in response to the recommendations of the panel and will transmit a written copy thereof to the aggrieved faculty member, the Provost and Vice President of Academic Affairs, the panel, and the Faculty Affairs Committee. Disapproval by the President of recommendations of the panel should be for compelling reasons stated in detail, which in their judgments will be in the best interests of the Institution. The decision of the President (or its designee) shall be final, and further appeal to the Faculty Affairs Committee shall not take place.

The following timetables shall be observed in the appeals procedure:

1. The aggrieved faculty member shall make a request for informal consultation within two weeks of the occasion of the dispute.
2. In cases of failure of informal consultation and/or mediation, the aggrieved faculty member shall request a review by the Faculty Affairs Committee within two weeks of the failure the informal consultation based on the letter from the Provost and Vice President for Academic Affairs, the Chair of the Faculty Affairs Committee, or both.
3. The panel shall complete its preliminary investigation and give notice of its determination to the parties involved within three weeks after the receipt of the request for a review.
4. If the panel proceeds to a full hearing, the hearing shall be held within thirty days after notification of the decision to hold a hearing.
5. The panel shall render its written determination within ten days of the conclusion of the formal hearing.
6. The President's final decision shall be rendered within sixty days of the receipt of the panel's written determination.
7. The Chair of the Faculty Affairs Committee, with the agreement of the parties directly involved, may suspend the time limitations listed above in item 4.

SECTION SEVEN: DEPARTMENT, SCHOOL, COLLEGE AND ACADEMIC DIVISION GOVERNANCE STRUCTURES

7.1 GUIDELINES GOVERNING DEPARTMENTS

Appointment of the Department Chair

The chair and the deputy chair of each department are appointed by the respective school/college dean, in concurrence with the Provost and Vice President for Academic Affairs on an annual basis and may serve consecutive terms.

If rotation of the position of chair of a department is implemented by the school/college dean and the Provost and Vice President for Academic Affairs, then such rotation (by appointment) will occur among members of the respective department who meet the following criteria:

1. Have been full-time members of the faculty for at least 4 years
2. Have the rank of Associate or full Professor
3. Have served on a Nyack College committee for at least 3 years
4. Have leadership and administrative ability and interest

When rotation of this position is not employed, the aforementioned criteria may not necessarily be used

Governing Principles

The Chair or the Deputy Chair should seek input from the faculty on the respective campuses in areas such as scheduling of courses, major budgetary projects and the selection of new full-time faculty. If the department has a Deputy Chair, the Chair is also involved in the hiring of full-time faculty on the campus supervised by the Deputy Chair. The Chair also approves the creation of online courses and the faculty who will teach them.

Matters such as the goals of the major or minor, new directions, curricular changes, departmental policies and practices are to be approved by the entire faculty of the department on all campuses. Suggestions for change in these areas may be initiated by the Department Chair, the Deputy Chair or other members of the Department. Such proposals are to be brought to the Department Chair, who is responsible for providing faculty with an opportunity to discuss and vote on them.

In such matters, Department meeting minutes should document the proposals that have been voted upon. Unless otherwise noted, all changes will go into effect at the beginning of the fall semester of the following year. Minutes should be distributed to and approved by the faculty and placed in an official file maintained by the Department Chair.

Department members may be consulted in person, by e-mail or phone. Regular meetings should also be held to consider significant matters, such as major curricular changes.

The Department Chair is responsible for routing curricular changes and other matters which need approval to the appropriate governance body within the school/division. Furthermore, the Chair is responsible for routing approved catalog changes to the Office of the Provost and Vice President for Academic Affairs by July 1 of each year, so that they may be included in the revised catalog. The Chair is also responsible for sending the assessment report to the Office of Institutional Research.

7.2 GUIDELINES GOVERNING SCHOOLS, COLLEGES AND DIVISIONS

Appointment of the Dean

The Dean of each school is appointed by the Provost and Vice President for Academic Affairs and confirmed by the President on an annual basis and may serve consecutive terms.

Governing Principles

The governance structure within each school, college and division is developed by its faculty. It is to guarantee a faculty voice, a balance of power, and a system of checks and balances. This governance structure is voted on by the faculty in the respective school/college/division, approved by the Faculty Affairs Committee and submitted to the Faculty Assembly for a vote. The governance structure for each school and division is detailed in this section of the *Faculty Handbook*.

A proposal for any overhaul of the entire governance structure of a school, college or division, or a major change within it, must follow the aforementioned route. A minor change must be voted on by the faculty of the respective school/division and be approved by the Faculty Affairs Committee, but does not need to go further. The Faculty Affairs Committee, upon the recommendation of the school or division, will determine if the change is substantive enough to be classified as a major change.

Schools, colleges and divisions, in particular, must have governance structures (with full departmental representation) for approval of curricular changes that are strictly in the domain of the particular school/college/division. It should be noted that changes having to do with the core curriculum, new majors, new programs and new degrees must be passed on for approval by the appropriate institution-wide curriculum committee and the Faculty Assembly following approval by the school/college/division.

Both schools, colleges and divisions must have governance structures (with full departmental or unit representation) for the approval of policies and procedures that pertain only to the particular school/college/division. In carrying out their governance responsibilities, schools/colleges/divisions may under no circumstances develop policies and procedures that disregard or circumvent institution-wide policies and procedures that are in the *Faculty Handbook*. If a school/college/division wishes to propose an exception, then it must seek that exception through institution-wide governance channels. Only rarely in unusual circumstances and based on valid grounds will such exceptions be approved.

Furthermore, individual schools, colleges and divisions may not develop policies and procedures of their own in areas that are under the purview of institution-wide governance structures. Proposals for such changes may originate in a particular school/college/division, but must be passed on to the appropriate institution-wide governance body for approval as institution-wide policies and procedures.

The Dean of each school is responsible for insuring the proper routing of proposals both to school/college/division specific and institution-wide governance bodies. Furthermore, each Dean is responsible for submitting approved school/college/division specific policies and procedures to the Office of the Provost and Vice President for Academic Affairs by July 1 of each year for inclusion in the Section on School, College and Division Policies and Procedures of the *Faculty Handbook*, which will be issued by the beginning of the fall

semester.

All such approved proposals must be properly documented with the following notation: (date of approval, name of the group or title of the individual [if allowed in the governance document] that approved the proposal). This documentation should appear at the end of a policy/procedure statement if it is entirely new or if it is a substantive revision of a previous one. If the revision has to do with a small segment of a previous policy/procedure statement, the documentation should appear at the end of the revised segment. Unless otherwise noted and announced, all changes will go into effect at the beginning of the fall semester of the following year.

7.3 GOVERNANCE STRUCTURE OF THE SCHOOLS, COLLEGES AND DIVISIONS

COLLEGE OF BIBLE AND CHRISTIAN MINISTRY (CBCM) GOVERNANCE STRUCTURE

All Faculty Group

Membership:

All full-time faculty members in the College of Bible and Christian Ministry are members of the All Faculty Group.

Responsibilities:

- Vote on curricular changes in the categories of major matters, new additions and core curriculum as approved by the Department Chairs Group. All changes will be passed on to the Undergraduate or Graduate Curriculum and Assessment Committee and major changes to the Faculty Assembly.
- Vote on policies and procedures that pertain uniquely to the College as approved by the Department Chairs Group.
- Vote on changes in the governance structure of the College as approved by the Department Chairs Group.
- Give input concerning Collegial planning to the Department Chairs Group (Curriculum Committee).
- Express concerns within the CBCM, referring these to either the Dean of the College or the Department Chairs Group (Curriculum Committee).

Meetings:

The faculty of the College of Bible and Christian Ministry will meet at least twice during each semester (October and November, February and March). The Dean of the CBCM will schedule these meetings by the second week of each semester, after careful review of everyone's course schedule.

A quorum of fifty percent plus one is necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

If there is insufficient business, the meeting may be cancelled. The Dean will inform the faculty by at least five days prior to the meeting of any cancellation.

Presiding Chair:

The Dean of the CBCM will serve as the Chair of the All Faculty Group.

Secretary:

The Secretary for the All Faculty Group will be elected at the first meeting in the fall semester. The Secretary is responsible for sending the minutes to all of the faculty within

four weeks after the meeting, and will post these minutes on files.Nyack.edu, drive W, within one week after approval.

Attendance:

All full-time members of the CBCM faculty are expected to attend meetings of the All Faculty Group. If a faculty member needs to be absent for legitimate reasons, he/she should notify the Dean.

Agenda:

The agenda will be developed by the Dean in consultation with the Department Chairs. This agenda, and written proposals with the Institution-Wide Proposal Cover Sheet (if any), will be e-mailed by the Dean to all members of the CBCM faculty at least one week prior to the scheduled All Faculty Group meeting.

Department Chairs Group (Curriculum Committee)

Membership:

All of the Department Chairs in the College of Bible and Christian Ministry are members of this group.

Responsibilities:

- Propose, develop and approve new majors or minors as well as other approved changes in the curriculum of the various departments in the School (School vote is the end of the process.).
- Propose and develop changes in the core curriculum.
- Develop and approve policies and procedures that pertain uniquely to the College.
- Engage in planning at the College level.
- Develop channels by which budgetary requests are made by Department Chairs and routed to the Dean.
- Approve proposed changes in the governance structure of the College.

Meetings:

The Department Chairs Group (Curriculum Committee) will meet at least twice a semester in September and November, as well as January and March. The meetings will be held on both campuses on an alternating basis unless the Chairs are all located on one campus.

When schedules preclude meeting in person, minor business items may be handled by e-mail or conference call(s).

A quorum of fifty percent plus one is necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

If there is insufficient business, the meeting may be cancelled. Department Chairs will be notified of any cancellation by at least five days prior to the meeting.

Presiding Chair:

The Dean of the CBCM will serve as the Chair of the Department Chairs Group (Curriculum Committee). The Dean will set the agenda in consultation with the faculty and Department Chairs.

Secretary:

The Secretary for the CBCM Department Chairs Group (Curriculum Committee) will be elected at the first meeting in the fall semester. The Secretary is responsible for sending the minutes of all regular and e-mail meetings to all of the Department Chairs within four weeks after the meeting, and is to post these minutes on files.Nyack.edu, drive W, within a week after they are approved.

Attendance:

All Department Chairs are expected to attend meetings of the Department Chairs Group (Curriculum Committee). If a Chair needs to be absent for legitimate reasons, he/she should notify the Dean. With the Dean's agreement, another full-time member of the Department may attend the meeting.

Agenda:

The agenda will be developed by the Dean in consultation with the Department Chairs. All proposals that are to be considered must be e-mailed to the Dean at least two weeks ahead of a meeting. This agenda, and written proposals (if any), will be e-mailed by the Dean to the Department Chairs at least one week prior to the scheduled Department Chairs Group meeting.

Ideas for curriculum changes and/or proposals for changes in the mission or goals of a department may originate from any faculty member or faculty group. However, the actual proposal must be developed by the appropriate Department. The proposal should include the Institutional Proposal Cover Sheet, the proposed change as it will appear in the catalog, the supporting rationale, budget and personnel additions (if relevant). It must first be discussed and approved by the Department. The proposal must be e-mailed to the Dean at least two weeks ahead of a Department Chairs Group meeting in order to be put on the agenda for that meeting. Proposals that are not in the proper format or submitted late will not be considered at that meeting.

Curriculum proposals typically fall into four categories. Each category is handled as follows:

Minor Matters:

Changes in a course number, title or minor word changes (other than in core courses) are considered minor matters. Once reviewed and approved by the appropriate Department and the Department Chairs Group, this change is finalized.

Major Matters:

Dropping, adding or substantially modifying a course or revision of a curriculum (other than core) are considered major items. They must be reviewed and approved by the appropriate Department, the Department Chairs Group and the All Faculty Group. Once the change is approved by all of these bodies, it is finalized.

New Curricular Additions:

New curricular additions, including degrees, majors, interdisciplinary programs, other academic programs, e.g. honors, minors (where no major is in place) and concentrations that include coursework from more than one major or program are considered new curricular additions. They must be approved by the appropriate Department, the Department Chairs Group and the All Faculty Group. Afterward, the Dean is responsible for routing the proposal to the Undergraduate or the Graduate Curriculum and Assessment Committee.

Core Curriculum:

Any changes in the core curriculum must be reviewed and approved by the appropriate Department, the Department Chairs Group and the All Faculty Group. Afterwards, the Dean is responsible for routing the proposal to the Undergraduate Curriculum and Assessment Committee.

COLLEGE OF ARTS & SCIENCES GOVERNANCE STRUCTURE

All Faculty Group

Membership:

All full-time faculty members in the College of Liberal Arts and Science are members of the All Faculty Group.

Responsibilities:

- Vote on all major curriculum proposals approved by the Department Chairs Group.
- Nominate and elect faculty to serve on committees designated by the Department Chairs Group to design new courses for the College.
- Vote on academic policies approved by the Department Chairs Group that are unique to the College.
- Vote on changes in the College's governance structure approved by the Department Chairs Group.

Meetings:

The All Faculty Group will meet twice a semester, in August and December as well as January and May. The August and January meetings will be held in conjunction with the college wide Faculty Assembly meetings.

A quorum of fifty percent plus one will be necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

Presiding Chair:

The Dean will call and preside at the All Faculty Group meetings.

Secretary:

The Secretary will be elected by the All Faculty Group for a one year term. If no one wishes to serve in this position, the secretarial work will be rotated among the faculty. The Secretary is responsible for sending the minutes to all of the faculty within four weeks after the meeting. Alternatively, this position can be filled by the Administrative Assistant for the College of Liberal Arts and Science.

Minutes from each meeting will be posted on files.Nyack.edu, drive W, by the Secretary within a week after they are approved.

Attendance:

All faculty are expected to attend meetings of the All Faculty Group. If a faculty member needs to be absent for legitimate reasons, he/she should notify the Dean.

Agenda:

The agenda will be developed by the Dean, in consultation with Department Chairs. All items for the agenda must be submitted to the Dean's Office no later than one week before the scheduled meeting. The final agenda, and written proposals (if any), will be e-mailed by the Dean to all faculty members five days prior to the scheduled meeting.

All proposals must be accompanied by the Institution-Wide Proposal Cover Sheet and meet all requisite standards for a proposal

Department Chairs Group

Membership:

All of the Department Chairs in the College of Liberal Arts and Science are members of this group.

Responsibilities:

- Review and vote on all major and minor curriculum proposals.
- Review and vote on academic policies unique to the College.
- Discuss matters of future planning and vote on proposals.
- Review and vote on proposed changes in the College's governance structure.

Meetings:

The Department Chairs Group will meet at least once a semester in August and January. The meetings will be held in conjunction with the college wide Faculty Assembly meetings.

If there is a need for additional meetings, the Dean will notify the Department Chairs at least seven days in advance.

A quorum of fifty percent plus one will be necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

The Dean will meet on a one-to-one basis with each department chair at least once each semester.

Minor business items may be handled by e-mail discussion and voting. This e-meeting must be documented with minutes. Normal procedures governing minutes pertain.

If there is insufficient business, the meeting may be cancelled. Department Chairs will be notified of any cancellation by at least five days prior to the meeting.

Presiding Chair:

The Dean will call and preside at the Department Chairs Group meetings.

Secretary:

The Secretary will be elected by the Department Chairs for a one year term. If no one wishes to serve in this position, the secretarial work will be rotated among the Department Chairs. The Secretary is responsible for sending the minutes to all of the Department Chairs

within four weeks after the meeting. Alternatively, this position can be filled by the Administrative Assistant for the College of Liberal Arts and Science.

Minutes of each meeting will be posted on files.Nyack.edu, drive W, within a week after they are approved at the next meeting.

Attendance:

All Department Chairs are expected to attend meetings of the Department Chairs group. If a Chair needs to be absent for legitimate reasons, he/she should notify the Dean. With the Dean's agreement, another full-time member of the department may attend the meeting.

Agenda:

The agenda will be developed by the Dean in consultation with the Department Chairs. This agenda, and written proposals (if any), will be e-mailed by the Dean to the Department Chairs at least one week prior to the scheduled Department Chairs Group meeting.

All proposals must be accompanied by the Institution-Wide Proposal Cover Sheet and meet all the requisite standards for a proposal.

AREAS OF RESPONSIBILITY AND PROCEDURES

Curriculum

Ideas for curriculum changes and/or proposals for changes in the mission or goals of a department may originate from any faculty member or faculty group. However, the actual proposal must be developed by the appropriate department. The proposal should include the proposed change as it will appear in the catalog, the supporting rationale, budget and personnel additions (if relevant) and the Institution-Wide Proposal Cover Sheet. It must first be discussed and approved by the Department. The proposal must be e-mailed to the Dean at least two weeks ahead of a Department Chairs Group meeting in order to be put on the agenda for that meeting. Proposals that are not in the proper format or are submitted late will not be considered at that meeting.

Curriculum proposals typically fall into four categories. Each category is handled as follows:

Minor Curricular Changes:

Changes in a course number, title or minor word changes (other than in core courses) are considered a minor matter. Once reviewed and approved by the appropriate Department and the Department Chairs Group, the change is finalized.

Major Curricular Changes:

Dropping, adding or substantially modifying a course or revision of a curriculum (other than core) are considered major items. They must be reviewed and approved by the appropriate department, the Department Chairs Group and the All Faculty Group. Once the change is approved by all of these bodies, it is finalized.

New Curricular Additions:

New curricular additions, including degrees, majors, interdisciplinary programs, other academic programs, e.g. honors, minors (where no major is in place) and concentrations that include coursework from more than one major or program are considered new

curricular additions. They must be approved by the appropriate department, the Department Chairs Group and the All Faculty Group. Afterward, the Dean is responsible for routing the proposal to the Undergraduate or the Graduate Curriculum and Assessment Committee.

Core Curricular Changes:

Any changes in the core curriculum must be reviewed and approved by the appropriate department, the Department Chairs Group and the All Faculty Group. Afterwards, the Dean is responsible for routing the proposal to the Undergraduate Curriculum and Assessment Committee.

Academic Policy, Future Planning and Changes in the Governance Structure of the School

Proposals for changes in academic policy that is unique to the School, future planning proposals, and proposals for changes in the governance structure of the School must be e-mailed with the Institution-Wide Cover Sheet to the Dean at least two weeks ahead of a Department Chairs Group meeting in order to be put on the agenda for that meeting. Proposals that are not in the proper format or are submitted late will not be considered at that meeting. Once approved by the Department Chairs Group, they must be approved by the All Faculty Group. Governance changes must be submitted to the Faculty Affairs Committee.

SCHOOL OF EDUCATION (SOE) GOVERNANCE STRUCTURE

Faculty Meeting

Membership:

All full-time teaching and administrative faculty in the School of Education are members of this group.

Responsibilities:

- Review and vote on all major curriculum proposals approved by the Administrative Team.
- Review and vote on all academic policies unique to the SOE approved by the Administrative Team.
- Discuss and review planning and vote on proposals approved by the Administrative Team.

Meetings:

The School of Education will meet at least three times annually, generally in August (time of Faculty Assembly), January (time of Faculty Assembly) and May (week after finals).

A quorum of fifty percent plus one is necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

Attendance:

All faculty members of the School of Education are expected to attend SOE faculty meetings. If a faculty member needs to be absent for legitimate reasons, he/she should notify the Dean.

Agenda:

The Dean in consultation with the Administrative Team will develop the agenda for the SOE faculty meeting.

Proposals must be accompanied by the Institution-Wide Proposal Cover Sheet and meet all requisite standards for a proposal. They must be submitted to the Dean at least two weeks prior to a meeting.

The agenda and all proposals that are to be considered will be e-mailed to the faculty by the Dean at least one week prior to the SOE Faculty Meeting.

Presiding Chair:

The Dean presides at the SOE faculty meeting.

Secretary:

The Secretary for the SOE meeting will be elected by the faculty at the first meeting in the fall semester for a one year term. If no one wishes to serve in this position, the secretarial work will be rotated among the faculty. The Secretary is responsible for sending the minutes to all of the faculty within four weeks after the meeting, and is to post the minutes of each meeting on files.Nyack.edu, drive W, within a week after they are approved.

The Dean will keep hard copy records for ten years. Thereafter, the minutes will be moved into institutional storage.

Administrative Team

Membership:

All graduate Program Directors and Department Chairs are members of the Administrative Team.

Responsibilities:

- Review and vote on all minor and major curriculum proposals.
- Review and vote on all academic policies unique to the SOE.
- Create and discuss planning proposals.
- Manage accreditation policies and procedures.

Meetings:

The Administrative Team will meet monthly. Meetings will be announced at least three weeks ahead of time.

A quorum of fifty percent plus one is necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

Meeting Locations:

- The Administrative Team will hold meetings at both campus locations in proportion to the location of the faculty on the Team.
- Urgent business may be conducted by e-mail. Minutes will be developed and processed as usual.

Attendance:

All members are expected to attend the Administrative Team meetings. If a member needs to be absent for legitimate reasons, he/she should notify the Dean.

Agenda:

The agenda for the SOE Administrative Team will be developed by the Dean in consultation with members to the Administrative Team.

Proposals accompanied by the Institutional Proposal Cover Sheet and meeting all institutional requirements are to be submitted to the Dean at least two weeks prior to a meeting.

The agenda and written proposals, if any, will be e-mailed by the Dean to members of the Administrative Team by at least one week prior to the scheduled Administrative Team meeting.

Presiding Chair:

The Dean calls and presides over Administrative Team meetings.

Secretary:

The Administrative Team will elect the Secretary for the Administrative Team from its members for a term of one year. If no one wishes to serve in the position, the secretarial work will be rotated among the Program Directors and Department Chairs. The Secretary is responsible for sending the minutes to all of the members of the Administrative Team within four weeks after the meeting and posting these minutes on files.Nyack.edu, drive W, within a week after they are approved.

The Dean will keep hard copy records for ten years. Thereafter, the minutes will be moved into institutional storage.

Department Meetings

Departments:

- Graduate – all programs
- Early Childhood
- Childhood
- Adolescent Education
- TESOL
- Music (see School of Music)

Membership:

All full-time faculty who teach in the respective department or have administrative responsibilities involving the Department are included in the Department meetings. The Dean of Education is an ex-officio member of all departments and attends all meetings.

Responsibilities:

- Make and recommend minor and major curriculum proposals.
- Review and vote on all academic policies that are unique to the Department.
- Create and discuss planning proposals.

- Review assessment data and make recommendations for curriculum improvement.

Meetings:

Departments meet monthly. The Chair of each department will announce a meeting at least three weeks ahead of time.

A quorum of fifty percent plus one is necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

Attendance:

All members of the Department are expected to attend Department meetings. If a faculty member needs to be absent for legitimate reasons, he/she should notify the Department Chair.

Agenda:

The agenda for the department meetings will be developed by the respective Department Chair in consultation with the faculty of the Department.

Proposals are to be accompanied by the Institutional Proposal Cover Sheet and are to meet all institutional requirements. They must be submitted to the Department Chair at least two weeks prior to a department meeting.

The agenda and any written proposals will be e-mailed to the faculty at least one week prior to the scheduled Department meeting.

Presiding Chair:

The Department Chair presides over the meeting. The graduate program directors rotate as Chair of the graduate "department".

Secretary:

Each department will elect the Secretary for the Department for a one year term at the first meeting of the fall semester. If no one wishes to serve in the position, the secretarial work will be rotated among the faculty. The Secretary is responsible for sending minutes to all of the members of the Department within four weeks after a meeting, and is to post these minutes on files.Nyack.edu, drive W, within a week after they are approved.

AREAS OF RESPONSIBILITY AND PROCEDURES

Curriculum

Ideas for curriculum changes and/or proposals for changes in the mission or goals of a department may originate from any faculty member or faculty group. However, the appropriate department must develop the actual proposal. The proposal should include the Institution-Wide Cover Sheet, the proposed change as it will appear in the catalog, the supporting rationale, budget and personnel additions (if relevant). It must first be discussed and approved by the Department. The proposal must be e-mailed to the Dean at least two weeks ahead of a Administrative Team meeting in order to be put on the agenda for that meeting. Proposals that are not in the proper format or submitted late will not be considered at that meeting.

Curriculum is defined as the scope and sequence of courses offerings and programs. Curriculum proposals typically fall into four categories. Each category is handled as follows:

Minor Curricular Changes:

Changes in course number, title or minor word changes (other than in core courses) are considered a minor matter. Once reviewed and approved by the appropriate department and the Administrative Team, the change is final.

Major Curricular Changes:

Dropping, adding or substantially modifying a course or revision of a curriculum (other than core) are considered major items. They must be reviewed and approved by the appropriate department, the Administrative Team and the School of Education Faculty. Once the change is approved by all of these bodies, it is final.

New Curricular Additions:

New curricular additions, including degrees, majors, interdisciplinary programs, other academic programs, e.g. honors, minors (where no major is in place) and concentrations that include coursework from more than one major or program are considered new curricular additions. The appropriate department, the Administrative Team and the School of Education Faculty must approve them. Afterward, the Dean is responsible for routing proposals to the Undergraduate or the Graduate Curriculum and Assessment Committee.

Core Curriculum Changes:

Any changes in the core curriculum must be reviewed and approved by the appropriate department, the Administrative Team and the School of Education Faculty. Afterwards, the Dean is responsible for routing the proposal to the Undergraduate Curriculum and Assessment Committee.

Academic Policies and Procedures

Academic Policies and Procedures that are unique to SOE include:

- Assessment of Candidates
- Faculty Assessment
- Administrative Policies
- Catalogs and Handbooks

Process for policy and procedure approval includes:

- Approval by the Administrative Team.
- In the case of major policies, all faculty in the SOE will vote on the proposal.
- The Dean is responsible for submitting school policies and procedures that have been approved to the Office of the Provost and Vice President of Academic

Affairs by July 1 of each year for inclusion in the Faculty Handbook in the section entitled School and Academic Division Policies and Procedures.

Planning

Responsibilities:

- Departmental Five-Year Strategic Plans should be created and approved by the faculty of the Department.
- The Administrative Team is responsible for School of Education Strategic Planning with input from the Departments.

Process:

- The following groups are involved in planning: Departments, Graduate Program faculty, the Administrative Team, and School of Education faculty.
- All strategic planning will be reviewed and approved by the School of Education faculty.

Budget

Responsibilities:

- The Department Chair must budget sufficient funds for the Department in conjunction with the appropriate professors.

Process:

- Requests should be reported, approved and processed through the following channels: Faculty to Department Chair, Department Chair to Dean, Dean to Budget Director or VP for Finance.

NCATE

Responsibilities:

- Program Directors and/or Department Chairs compose all program reports for SPA's.
- Other NCATE responsibilities will be assigned over the course of the five to seven year periods prior to the next review.
- All faculty will assist in the writing of reports and organization of materials prior to an NCATE review.

Process:

- Key assessment data are collected, analyzed, and reported annually as part of the Institutional Department Assessment.

- The Dean and Program Director/Department Chair review the Department Assessment.
- Prior to periodic reviews, the NCATE Director or Dean makes assignments for writing and organization of the report.

Changes in the Governance Structure

Responsibilities:

- Any faculty member may recommend changes in the governing structure of the School of Education.

Process:

- The Administrative Team approves minor changes.
- All faculty in the School/Division must vote on major changes.
- All changes should be passed to the Faculty Affairs Committee by the Dean for approval. Major changes will also need to be approved by the Faculty Assembly.

SCHOOL OF MUSIC GOVERNANCE STRUCTURE

Nyack College (Rockland campus) has been an accredited institutional member of the National Association of Schools of Music (NASM) since 1962. Governance standards are required to conform to Nyack institutional, as well as NASM standards. Since all music degree programs are administered by the School of Music, there is no need for separate departments, with the exception of the professional component of the music education program. In this case, the music methods courses and student teaching fall under the Music Education Department which is headed by a full-time music faculty member who is the liaison with the School of Education for certification purposes. (The Music Program at NCNYC is not accredited by NASM at this time, but endeavors to meet NASM accreditation standards for eventually seeking NASM accreditation.)

AREAS OF RESPONSIBILITIES

Curricula

The music curricula must be approved by Nyack governance bodies and also meet NASM standards. Major changes require NASM agreement, but minor changes can be implemented without NASM input. Member institutions consult with NASM to determine if input is required. New majors and concentrations require Plan Approval by NASM.

The full-time music faculty members vote on all curricular changes that, if approved, are sent to the appropriate institution-wide committees and, as appropriate, to the Faculty Assembly for approval.

Academic Policies and Procedures

The School of Music is required to meet all NASM operational and curricular standards which include entrance requirements and auditions, performance levels, evaluation, record keeping, advisement, graduation requirements, etc.

Planning

The music faculty, under the guidance of the Associate Dean and the Director of the Music Program at NCMC, periodically review the NASM operational standards which are published in the NASM Handbook. The School of Music mission statement, approved by the School and accepted by NASM, is published in the School of Music Handbooks on both campuses

The Associate Dean approves course offerings and faculty loads for both campuses (at NCNYC in consultation with the Director of the Music Program.)

Short range and long range planning is an ongoing process which is at the very heart of the music degree programs of the School of Music.

Budget

The School of Music budgets (Music, Music Ensemble, Music Education, and Arts Series) are managed by the Associate Dean and the Director of the Music Program at NCNYC. All budgetary requests require approval of same. Music faculty and staff, full-time and part-time, submit purchase orders, check requisitions, and proposals requiring funding directly to

the Associate Dean at Rockland and to the Director of the Music Program at NCNYC. Final approval by the Treasurer's Office is required for all requests.

Changes in Governance

By vote of the full-time music faculty, changes in the governance procedures of the School of Music may be approved at any time, in light of NASM recommendations or other considerations. Major changes must be approved by the Faculty Assembly.

GOVERNANCE BODY

Members:

All full-time faculty in the School of Music are members

Meetings:

Rockland: The full-time music faculty and staff conduct weekly business meetings. Minutes are sent to all music faculty on both campuses within two weeks and posted on files.nyack.edu (W-Drive) within two weeks after approval.

NCMC: The full-time music faculty and staff conduct weekly business meetings. Minutes are sent to the Associate Dean of the School of Music and music faculty members. In consultation with the Director of the Music Program at NCNYC, the Associate Dean meets bi-weekly with the NCNYC music faculty. Adjunct music faculty members are invited to meet on the first meeting of each month at NCNYC.

Joint business meetings of the Rockland and NCNYC music faculties are held approximately three times per year, in August, January, and May.

Absences:

If a faculty member needs to be absent for legitimate reasons, he/she should notify the appropriate presiding chair.

Presiding chair:

Rockland: The Associate Dean of the School of Music chairs the meetings and sets the agendas at Rockland. Regular meetings consist of full-time faculty members and the Administrative Assistant.

NCMC: The Director of the Music Program at NCNYC chairs the meetings and sets the agendas at NCNYC. Regular meetings consist of full-time faculty members and the Administrative Assistant.

Secretary:

The Administrative Assistant normally serves as secretary and drafts the minutes. Minutes are e-mailed to the faculty prior to the next meeting and posted on files.Nyack.edu, drive W, within one week of their approval.

Quorum:

A quorum of fifty percent of the faculty plus one is needed to vote on proposals. A majority of the faculty present (fifty percent plus one) will need to vote in favor of approval for a proposal to pass.

Proposals:

All proposals must be submitted as a Microsoft Word® document and be accompanied by the Institution-Wide Proposal Cover Sheet.

Submission of Approved Proposals:

Motions and other actions recorded in the minutes are forwarded to the appropriate institution-wide committees for consideration and final approval. The Associate Dean is responsible for notifying the Provost's Office of any approved changes in School of Music governance or policies by July 1 each year for inclusion in the Faculty Handbook in the section titled, School and Academic Division Policies and Procedures.

SCHOOL OF HUMAN SERVICES (SHS) GOVERNANCE STRUCTURE

SHS Faculty Forum

Membership:

All faculty members of the School of Human Services are members of the SHS Faculty Forum and will have the right to discuss and vote upon all items on the agenda. Adjunct faculty are honorary members and will be invited to the Faculty Forum meetings. Adjunct faculty may voice opinions but may not vote.

Responsibilities:

- Vote on all major curriculum proposals approved by the SHS Administrative Council.
- Vote on academic policies unique to the school approved by the SHS Administrative Council.
- Vote on any proposed revisions of the governance structure of SHS approved by the SHS Administrative Council.

Meetings:

The SHS Faculty Forum will meet at least once in the fall semester- in August and once in the spring semester-in January. The SHS Faculty Forum meetings will be held at the three campuses on a rotating basis. Minor business items may be handled by e-mail.

If there is insufficient business, the meeting may be cancelled. The SHS Faculty Forum members will be notified of any cancellation at least one week prior to the scheduled meeting.

Presiding Chair:

The Dean of SHS will call and preside at the SHS Faculty Forum.

Secretary:

The SHS Faculty Forum Secretary will be elected by the entire faculty. Minutes are to be sent to all members within two weeks of the meeting. The minutes will be posted on files.Nyack.edu within two weeks of approval.

The SHS Executive Secretary will maintain the permanent record of the SHS Faculty Forum minutes.

Attendance:

It is mandatory for all SHS faculty to attend the meetings of the SHS Faculty Forum. Absences are to be reported to the SHS Dean ahead of time, unless due to an emergency. In the case of the latter, the absence is to be reported to the Dean as soon as possible.

Quorum:

A quorum of fifty percent of the faculty plus one is needed to vote on proposals. A majority of the faculty present (fifty percent plus one) will need to vote in favor of approval for a proposal to pass.

Agenda:

The agenda will be developed by the SHS Dean in consultation with the SHS Administrative Council. This agenda, and written proposals (if any), will be e-mailed by the Dean to the faculty at least two weeks prior to the scheduled SHS Faculty Forum meeting.

Proposals:

All proposals must be submitted as a Microsoft Word® document and be accompanied by the Institution-Wide Proposal Cover Sheet.

Minutes:

The SHS Faculty Forum Recording Secretary is responsible for sending minutes to all members of the Division within two weeks of a meeting. He/she is also responsible for ensuring that minutes are posted on files.nyack.edu (W-Drive) within two weeks after approval.

SHS Administrative Council

Membership:

All of the Department Chairs and Deputy Chairs of the School of Human Services are members of this group.

Responsibilities of the SHS Administrative Council:

- Review and vote on all major and minor curricular changes.
- Review and vote on academic policies unique to the Division.
- Discuss matters of future planning and vote on proposals.
- Review and discuss the budget.
- Review and vote on proposals to change the governance structure of the Division.

Meetings:

The SHS Administrative Council will meet twice in the fall semester: in August (at the Faculty Assembly) and in October. They will also meet twice in the spring semester: in January (at the Faculty Assembly) and in March. The meetings will be held at the three campuses on a rotating basis. The three campuses are NCMC, Rockland-Nyack, and Rockland-ATS-AGSC.

Minor business items may be handled by e-mail.

If there is insufficient business, the meeting may be cancelled. The SHS Administrative Council members will be notified of any cancellation by at least one week prior to the scheduled meeting.

Presiding Chair:

The Dean of SHS will call and preside at the SHS Administrative Council meetings.

Secretary:

The Secretary will be elected by the SHS Administrative Council members. If no one wishes to serve in this position, the secretarial work will be rotated among the SHS Administrative Council members.

Minutes:

The Secretary is responsible for sending the minutes to all of the SHS Administrative Council members within two weeks after the meeting. He/she is also responsible for posting the minutes online at files.nyack.edu, drive W within two weeks after the approval of the minutes.

The SHS Executive Secretary will maintain the permanent record of all SHS Administrative Council meetings.

Attendance:

It is mandatory for all SHS Administrative Council members to attend the SHS Administrative Council meetings. If a member needs to be absent, he/she should notify the SHS Dean. The Deputy Department Chair/Assistant Director (AGSC) will be required to attend in the absence of the Department Chair/Director (AGSC). If the Department does not have a Deputy Chair, the SHS Dean and the Department Chair will appoint a faculty member to attend in place of the Deputy Department Chair.

Quorum:

A quorum of fifty percent of the chairs/deputy chairs plus one is needed to vote on proposals. A majority of the chairs/deputy chairs present (fifty percent plus one) is needed to vote in favor of approval for a proposal to pass.

Agenda:

The agenda will be developed by the SHS Dean in consultation with the SHS Administrative Council members. This agenda, and written proposals (if any), will be e-mailed by the SHS Dean to the Council members at least two weeks prior to the scheduled meeting.

Proposals:

All proposals must be submitted as a Microsoft Word® document and be accompanied by the Institution-Wide Proposal Cover Sheet .

AREAS OF RESPONSIBILITY

Curriculum

Ideas for curriculum changes and/or proposals for changes in the mission or goals of a department/AGSC may originate from any faculty member or faculty group. However, the actual proposal must be developed by the academic department or AGSC.

The proposal should include the proposed change as it will appear in the catalog, the supporting rationale, budget and personnel additions (if relevant) and the Institution-Wide Proposal Cover Sheet.

It must first be discussed and approved by the academic department/AGSC. The proposal must be e-mailed to the SHS Dean by the Department Chair at least four weeks prior to a SHS Administrative Council meeting in order to be put it on the agenda for that meeting.

Proposals that are not in the proper format, are not accompanied by the Institution-Wide Proposal Cover Sheet or submitted late, will be postponed for consideration to the next scheduled meeting of the DSBDS Administrative Council.

Curriculum changes and/or proposals typically fall into these four categories. Each category is handled as follows:

Minor Matters:

Changes in a course number, title or minor word changes (other than in core courses) are considered a minor matter.

Once reviewed and approved by the academic department/AGSC, and the SHS Administrative Council, the change is final.

Major Matters:

Dropping, adding, or substantially modifying a course or revision of a curriculum (other than core) are considered major items.

A course that is cross-listed by two or more departments within SHS, must be approved for change by the respective departments prior to being submitted for approval to the SHS Administrative Council.

A course that is cross-listed by a SHS department and a department other than SHS, must be approved by that other department prior to submission to SHS Administrative Council.

All major changes must be reviewed and approved by

- the academic department (or AGSC)
- the SHS Administrative Council
- the SHS Faculty Forum

Once the change is approved by the above bodies, it is final.

New Curricular Additions:

The following are considered new curricular additions:

- A. degrees
- B. majors
- C. Interdisciplinary programs
- D. Other academic programs, e.g. honors, minors (where no major is in place) and concentrations that include coursework from more than one major or program.

Curricular additions require a proposal which must include the proposed curricular addition as it will appear in the catalog, the supporting rationale, budget and personnel additions, (if relevant) and the Institution-Wide Cover Sheet.

New curricular additions must be approved by the

- Department/AGSC faculty
- SHS Administrative Council
- SHS Faculty Forum.

The SHS Dean is responsible for routing the approved curricular addition to the institution-wide Undergraduate/Graduate Curriculum and Assessment Committee for their consideration.

Core Curriculum (Undergraduate Programs):

Any changes in the core curriculum must be reviewed and approved by the respective academic department, the SHS Administrative Council, and the SHS Faculty Forum.

The SHS Dean is responsible for routing the proposal to the Undergraduate Curriculum and Assessment Committee for their consideration.

Academic Policy

The Division of Social and Behavioral Sciences adheres to the current academic policies of Nyack College as these pertain to undergraduate and graduate programs.

Academic policies, unique to the Division, will be approved by the SHS Administrative Council and the SHS Faculty Forum.

The SHS Dean will submit approved policy statements to the office of the Provost and the Vice President of Academic Affairs by July 1 for publication in the Faculty Handbook.

Budget

The Department Chairs/ Director of AGSC will receive a copy of the departmental budgets and financial statements from the SHS Dean within a week of issuance by the Executive

Treasurer. The Department Chairs/Director will forward the respective budget/financial statement to their Deputy Chairs/Assistant Director.

A proposed budget must be made by June 1 and submitted to the SHS Dean who will forward these to the Executive Treasurer by June 15.

Authorizations of expenditures at each site will be initiated by the respective administrator (department chair/ deputy department chair/director (AGSC) /assistant director (AGSC). The authorizations of expenditures will be forwarded to the SHS Executive Secretary who will obtain the SHS Dean's signature.

After the Dean's authorization of expenditure, the SHS Executive Secretary will forward the forms to the Business Office.

Requests for remuneration of adjunct faculty are to be submitted by the respective academic administrator no later than one month prior to the beginning of each semester: spring, summer, and fall.

Requests for adjunct remuneration and faculty overload remuneration are to be forwarded to the SHS Executive Secretary who will obtain the SHS Dean's signature and forward them to the Business Office.

Governance Matters

Any questions or issues having to do with the governance of the Division of Social and Behavioral Sciences are to be resolved by the SHS Administrative Council.

Proposals for the revision of the SHS Governance structure are to be reviewed and approved by the DABS Administrative Council and the SHS Faculty Forum. They are then passed onto the Faculty Affairs Committee for review.

DIVISION OF STUDENT DEVELOPMENT GOVERNANCE STRUCTURE

Student Development Directors Group

Membership:

All of the Directors in the Division of Student Development as well as the College Pastor are members.

Responsibilities:

- Review and vote on all major and minor proposals and department/area mission statements.
- Review and vote on departmental policies and procedures unique to the Division of Student Development.
- Discuss matters of future departmental planning and vote on proposals.
- Review and vote on changes in the governance structure of the Division of Student Development.

Meetings:

The Student Development Directors Group will meet at least once a month during the academic year from September through May. Meetings will be announced by the Dean of Students at least three weeks ahead of time.

A quorum of 50% plus one will be necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

Presiding Chair:

The Dean of Students will call and preside at the Directors Group meetings.

Secretary:

The Secretary will be appointed by the Dean of Students. If no one wishes to serve in this position, the secretarial work will be rotated among the Directors. The secretary is responsible for sending the minutes to all of the Directors within 7-10 days after the meeting.

Once minutes are approved, the Secretary will post them on files.nyack.edu, (drive W) within a week.

Attendance:

All members are expected to attend meetings of the Student Development Directors Group. If a member needs to be absent for legitimate reasons, he/she should notify the Dean of Students. With the Dean's agreement, another full-time member of the area may attend the meeting.

Agenda:

The agenda will be developed by the Dean of Students in consultation with the Directors as deemed necessary and e-mailed to the Directors at least one week ahead of the meeting.

Any formal proposals must be e-mailed to the Dean of Students at least two weeks ahead of a meeting. A proposal must be accompanied by the Institution-Wide Proposal Cover Sheet and meet all requisite standards for a proposal.

DIVISION OF LIBRARY SERVICES GOVERNANCE STRUCTURE

LIBRARIANS

Membership:

Full-time librarians with administrative faculty appointments Librarians (MLS or equivalent) working within the Division at least ¾ time

Responsibilities:

- Review, recommend, and deliver information literacy components within all curricular programs of the institution.

(Note: Although the libraries do not govern any curriculum at the program level, the division does have the responsibility for addressing library and information literacy aspects of curriculum within institutional departments and programs.)

- Review and determine academic policies unique to the division.
- Develop and regularly review a strategic plan for the Division of Library Services.

Meetings:

Librarians will meet three times per year (currently in August, January and May). The meetings will be held on all three campuses on an alternating basis.

Minor business items may be handled by e-mail.

If there is insufficient business, the meeting may be cancelled. Librarians will be notified by the Associate Dean of Libraries of any cancellation by at least five days prior to the meeting.

Presiding Chair:

The Associate Dean of Libraries will call and preside at the librarians meetings.

Secretary:

A secretary will be selected by the Associate Dean for each meeting. Minutes of the librarians meeting will be distributed within two weeks of the meeting and posted on files.nyack.edu, drive W by one week after approval.

Attendance:

All librarians with administrative faculty appointments and part-time librarians (¾ time or more within the division) are expected to attend the librarians meetings. If a librarian needs to be absent for legitimate reasons he/she should notify the Associate Dean.

Agenda:

The agenda will be developed by the Associate Dean in consultation with the librarians.

The agenda, and written proposals (if any) accompanied by the Institution-Wide Cover Sheet, will be distributed to the librarians by the Associate Dean of Libraries at least one week prior to the scheduled meeting.

Quorum:

A quorum of fifty percent plus one is necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority of fifty percent plus one vote.

AREAS OF RESPONSIBILITY

Curricular Issues

Ideas for curricular changes and/or proposals for changes in the mission or goals of the Division of Library Services may originate from any librarian. The proposal should include the proposed change as it will appear in the catalog, the supporting rationale, budget, and personnel additions (if relevant), as well as the Institution-Wide Proposal Cover Sheet. The proposal must be received by the Associate Dean of Libraries at least two weeks ahead of a librarians meeting in order to be put on the agenda for that meeting. Proposals that are not in the proper format or submitted late will not be considered at that meeting.

Library curricular proposals typically fall into three categories. Each category is handled as follows:

Minor Matters:

Changes in a course number, title or minor word changes (other than in core courses) are considered a minor matter. Recommendations, once reviewed are approved by the librarians.

Major Matters:

Dropping, adding or substantially modifying a course (other than core) are considered major items. Recommendations, once reviewed and approved by the librarians, will be referred to the appropriate curriculum committee.

Core Curriculum:

Any changes in the core curriculum regarding library or information literacy issues must be reviewed and approved by librarians. Proposed changes will be received from librarians or the appropriate Curriculum committee. Once approved, the Associate Dean of Libraries is responsible for routing the proposal to the Undergraduate Curriculum and Assessment Committee.

Academic Policy

Library-related or information literacy changes affecting an entire program or programs (undergraduate and/or graduate) yet which fall under none of the above headings because they do not affect course descriptions in the respective catalogs should be submitted by the recommending agency to the Librarians for review and approval. Afterwards, the Associate Dean of Libraries is responsible for routing the proposal to the appropriate Undergraduate or Graduate Curriculum and Assessment Committee.

Examples:

- Required information literacy student learning goals for each syllabus.
- Discipline-Specific Information Literacy Profiles for each program.

DIVISION OF LIBRARY SERVICES

Membership:

Full-time librarians with administrative faculty appointments
 Full-time library staff
 Librarians or library staff working at least $\frac{3}{4}$ time within the Division

Responsibilities:

- Review, determine, and implement library policies.
- Review and implement a strategic plan for the Division of Library Services.
- Perform regular assessment of library resources and services.

Meetings:

The Division of Library Services will meet three times per year (currently in August, January and May). The meetings will be held on all three campuses on an alternating basis.

Minor business items may be handled by e-mail.

If there is insufficient business, the meeting may be cancelled. Library faculty and staff will be notified by the Associate Dean of any cancellation by at least five days prior to the meeting.

Presiding Chair:

The Associate Dean of Libraries will call and preside at the Division of Library Services meeting.

Secretary:

A secretary will be selected by the Associate Dean for each meeting. Minutes of the Division of Library Services meeting will be distributed to all library faculty and staff within two weeks of the meeting and posted on files.nyack.edu, drive W, by one week after approval.

Attendance:

All librarians and library staff working at least $\frac{3}{4}$ time within the division are expected to attend the meetings. Other library staff may be invited at the discretion of the Associate Dean but may not participate in voting.

Agenda:

The agenda will be developed by the Associate Dean in consultation with library faculty and staff. The agenda, and written proposals (if any) accompanied by the Institution-Wide

Cover Sheet, will be distributed by the Associate Dean of Libraries at least one week prior to the scheduled meeting.

Quorum:

A quorum of fifty percent plus one is necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority of fifty percent plus one vote.

ALLIANCE THEOLOGICAL SEMINARY GOVERNANCE STRUCTURE (ATS)

The Seminary Faculty

Membership:

All of the full-time faculty of ATS are members of this group.

Chair:

Academic Dean of ATS

Responsibilities:

- Review and vote on all major and minor curriculum proposals approved by the ATS Academic Affairs Committee.
- Review and vote on academic policies unique to ATS approved by the Academic Affairs Committee.
- Discuss matters of future planning and vote on proposals approved by the Academic Affairs Committee.
- Approve school representatives to the ATS faculty committees proposed by the ATS Dean.
- Participate in the interview of faculty candidates.

Seminary Faculty Meetings:

The ATS faculty will meet at least twice during the fall and twice during the spring semester. In the event that there is business that needs ATS attention, the Academic Dean may schedule additional Seminary Faculty meetings.

Attendance and Quorum:

Attendance at Seminary Faculty Meetings is required of all full-time faculty members. If a faculty member needs to be absent for legitimate reasons, he/she should notify the Academic Dean in advance.

A quorum of fifty percent plus one is necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

Records:

A record of faculty actions is kept in the ATS Academic Dean's Office, and is available for reference and research. Minutes are also posted on files.Nyack.edu, drive W, by the Secretary. All matters discussed and actions taken are to be treated as confidential information.

Guidelines Governing Seminary Faculty Meetings:

1. Agenda: The order of business at faculty meetings is as follows:
 - (a.) Call to Order

- (b.) Prayer
- (c.) Approval of Minutes
- (d.) Dean's Report
- (e.) Items for Consideration
- (f.) Announcements
- (g.) Adjournment

2. Chair: The ATS Academic Dean will serve as Chair and preside at the Seminary Faculty Meetings.
3. Secretary: A Secretary will be appointed annually by the ATS Academic Dean. The Secretary is responsible for sending minutes to the faculty within three weeks after a meeting. Minutes from each meeting will be posted on files.Nyack.edu, drive W, by the Secretary within a week after they are approved.
4. Rules of Order: The most recent edition of *Robert's Rules of Order* is the parliamentary authority for meetings of the faculty.
5. Proposals: All proposals must be accompanied by the Proposal Cover Sheet and meet all requisite standards for proposals. They must be submitted to the Academic Dean no later than one week before the scheduled meeting. The final agenda, and written proposals (if any) will be e-mailed by the Academic Dean to all faculty members five days prior to the scheduled meeting.

Committee Service

Membership:

All full-time faculty are expected to serve on at least one but not more than two committees, including institution-wide committees. A faculty member may be elected/appointed to serve on more than two committees as long as he/she agrees.

The ATS Academic Dean is an ex *officio* member of all committees of the ATS faculty.

Appointment:

The Academic Dean will submit a list of faculty appointments to ATS committees to the ATS faculty for approval no later than the first week of classes of the fall semester. The ATS standing committees are as follows:

- ATS Academic Affairs Committee
- Strategic Planning Committee
- Enrollment Management Committee
- Student Life and Ministry Development Committee
- Doctorate of Ministry Committee

Each committee will be constituted with a chair and secretary. The Chair of the Student Life and Ministry Development Committee will seek student participation on that committee.

Minutes:

Minutes are to be taken by the Secretary of each committee and distributed to committee members within at least three weeks after a meeting. Once approved, they are also to be posted on files.Nyack.edu, drive W, by the Secretary of the committee within a week after they have been approved by the committee.

Quorum:

A quorum of fifty percent plus one committee members will be necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

Strategic Planning Committee

Membership:

1. ATS Academic Dean, *ex officio*
2. Associate ATS Dean
3. Three full time teaching faculty member (appointed by the Dean)

Chair:

ATS Academic Dean

Responsibilities:

To serve as a broad scope advisory council for the ATS Academic Dean, making recommendations through the Dean to appropriate individuals and committees including the Academic Affairs Committee, Seminary Faculty, the administration of the Institution, and the Board of Trustees of the Institution. As part of the advisory process, the Committee will review assessment data and will make strategic recommendations based on the data.

Academic Affairs Committee

Membership:

1. ATS Academic Dean, *ex officio*
2. Associate ATS Dean
3. Two full time teaching faculty members
4. Director of Library Services
5. Director of AGSM
6. Director of D.Min. Program
7. Korean Studies Program representative
8. Chinese Studies Program representative
9. Director of Program Assessment
10. Director of MDiv. and MPS
11. Director of MA OT/NT
12. The Graduate Registrar and the Director of Graduate Admissions will serve as consultants to the committee as needed.

Chair:

ATS Academic Dean

Responsibilities:

The Academic Affairs Committee will deal with any and all matters pertaining to the academic life of the Seminary, both on the main campus and in its extensions. The Committee members also interview candidates for ATS faculty positions and share their observations with the ATS Dean.

Accountability:

The Seminary Faculty will review the actions of the Academic Affairs Committee at Seminary Faculty Meetings and will vote on all matters listed as their responsibility.

Enrollment Management Committee

Membership:

1. ATS Academic Dean, *ex officio*
2. Registrar
3. Director of Admissions
4. Two full-time teaching faculty members (one from Rockland, one from NYC)

Chair:

Director of Admissions

Responsibilities:

The Enrollment Management Committee is responsible for matters pertaining to admission and retention in all programs of the Seminary. It makes decisions regarding applicants who do not meet the admissions standards and/or whose acceptance is questionable on other grounds. It provides general support for the Offices of Enrollment, Admissions and Financial Aid and evaluates admissions criteria and policies with recommendations to the Seminary Faculty.

Accountability:

The Seminary Faculty will review the actions of the Enrollment Management Committee at Seminary Faculty Meetings and will vote on all matters listed as their responsibility.

Student Life and Ministry Development Committee

Membership:

1. ATS Academic Dean, *ex officio*
2. Director of Field Education
3. Director of Spiritual Formation
4. Chapel Coordinator
5. Missionary in Residence
6. One full-time faculty member
7. Three student representatives

Chair:

Director of Spiritual Formation

Responsibilities:

The Student Life and Ministry Development Committee is responsible for the overall quality of community life and programs promoting social interaction. The Student Life Committee will also on occasion hear matters of dispute between students, and between students and faculty, and will act as a vehicle for expressing student opinion to the faculty.

The Committee also acts as an advisory board for ATS programs such as Spiritual Formation, *Encounter* (ATS chapel), Student chaplains, Solemn Assemblies, Missions, Prayer Summits and other events relating to the spiritual life of the community.

Accountability:

The Student Life and Ministry Development Committee reports as necessary to the faculty at the Seminary Faculty Meeting.

Special Committees

Subcommittees

Subcommittees may be developed by standing committees as necessary. Each subcommittee is expected to do all of the work in its domain of responsibility. Consultation with the parent committee may occur when necessary. Once a subcommittee has developed and approved a proposal, it must be approved by the parent committee prior to being sent to the Seminary Faculty.

In the event that a parent committee rejects a proposal or wishes it to be modified (other than in the case of the most minor modifications), the parent committee is obligated to return the proposal to the subcommittee with reasons for its rejection or with a list of proposed modifications, along with reasons for the suggested modifications. Such a procedure is not only reflective of common courtesy, it also rightly puts the proposal back in the hands of the originating committee. The latter group is in the best position to generate a new proposal, if necessary, or to modify the original proposal. This is the group that is most knowledgeable of the complexities involved since it has spent more time examining the issues and debating the various angles.

Ad Hoc Committees

Any seminary faculty committee may appoint additional ad hoc committees to work on specific tasks without going through any outside approval process. As the name suggests, such a committee is appointed on a time-limited basis: typically for the duration of a task. Usually the membership of the ad hoc committee will be drawn from the membership of the originating committee. However, on occasion, other faculty and/or administrators may be asked by the originating committee to serve on the ad hoc committee on the basis of their special interest, perspective or expertise.

Task Forces

1. Conditions warranting the creation of a task force include the following:

- The Seminary wishes faculty to become involved in some matter that is outside of the usual responsibilities of a faculty member.
- A major overhaul of an area (normally under the auspices of a committee) is necessary. The regular committee does not have the time for this additional task and/or does not include in its membership all of the necessary expertise.
- Other special or unusual conditions of a similar magnitude to the aforementioned exist.

2. The proposal to create a task force may be initiated by the affected faculty committee or by the administration and is to be approved by the seminary faculty. A task force must not usurp the responsibility and authority of the standing committees of the seminary faculty. Whether or not the work of the task force must be approved by a standing committee prior to being submitted for approval at the Seminary Faculty Meeting must be established at the time of the creation.

PROCEDURES FOR PROPOSALS

Form of Proposals

All proposals should be accompanied by the Proposal Cover Sheet and meet all requisite standards for a proposal.

Major Proposals

Many major programs, policies, and procedural guidelines adopted by the Seminary are of such a nature that their integrity depends upon their being conceived in a holistic manner. Examples include the curriculum and the overall ATS governance system. Therefore, piecemeal motions/proposals regarding changes in such matters are discouraged. Rather, it is appropriate that periodically a complete overhaul of these areas occur. In between times on a periodic, but regular basis, these areas should be reviewed and a proposal for upgrading be developed. All necessary revisions should be considered with an eye to maintaining the integrity of the program, policy, or procedure as it is revised. The alternate route of developing a piecemeal proposal should only be considered in those rare cases in which some aspect of the area is so flawed, or is operating so poorly, that it warrants emergency action by the faculty.

Faculty Recruitment and Appointment

The final decision concerning whether or not to add faculty or to replace faculty is the mutual determination of the President, Provost and Vice President for Academic Affairs, and the ATS Academic Dean. Particulars such as rank, tenure status, faculty status, salary range, and date of beginning employment should be determined by the Provost based on institution-wide policies adopted by the faculty in the Faculty Assembly, in consultation with the ATS Academic Dean.

Applications for appointment to the faculty are obtained from the Provost and Vice President for Academic Affairs. Upon receipt of an application, a letter of acknowledgment should be sent within one week's time.

After an appropriate evaluation process by the ATS Academic Dean and a faculty-selected Search Committee, campus visits and interviews should be scheduled for candidates in whom the Seminary is interested. These visits should be carefully planned. Lists of appropriate questions to be asked of the candidate may be circulated among personnel involved in the interview process. Such personnel will normally include the President, the Provost and Vice President for Academic Affairs, the ATS Academic Dean, the faculty as a whole, and a group of student representatives contacted through the Student Life and Ministry Development Committee. The candidate will be asked to deliver at least one lecture at which the ATS Academic Dean and the faculty will be invited to be present.

After consultation with the ATS Academic Dean and the faculty as a whole, the President and/or Provost and Vice President for Academic Affairs may offer a contract to the candidate.

The process mentioned above is the normal procedure for recruitment. It is recognized, however, that sudden opportunities may present themselves for employment of highly desirable personnel, and/or that in certain cases, time constraints may render the normal procedure difficult or impossible. In such unusual cases the Provost and Vice President for Academic Affairs may at his/her discretion waive certain aspects of the recruitment process.

Appointment to Committees

The ATS Academic Dean shall appoint all members to the seminary committees by the beginning of the fall semester, subject to the confirmation of the ATS faculty.

RESPONSIBILITIES IN THE AREA OF CURRICULUM

All proposals from a seminary faculty member or committee for any new degree, program innovation, course change(s), curricular revisions, modifications in any ATS degree program, and addition of new tracks or professional development courses must be approved by the ATS Academic Affairs committee before being considered by the ATS Faculty. Proposals shall be submitted in writing, accompanied by a Proposal Cover Sheet to the ATS Academic Dean at least two weeks prior to the monthly Academic Affairs Committee meeting to be included in the agenda.

Curriculum proposals typically fall into two categories. Each category is handled as follows:

Minor Matters:

Changes in course numbers, titles, or minor word changes are considered a minor matter. The ATS Academic Affairs Committee will review and discuss the proposal and make an appropriate recommendation for consideration at the Seminary Faculty meeting. The Seminary Faculty's decision is considered final.

Major Matters:

Dropping, adding or substantially modifying a course or revision of a curriculum are considered major items. The ATS Academic Affairs Committee will review and discuss the proposal and make an appropriate recommendation for consideration at the Seminary Faculty meeting. In every circumstance except new degree programs, the Seminary Faculty's decision is considered final.

New Degree Programs:

Adding a new ATS degree, including adding a degree at an ATS extension site, is considered a major matter because of the financial implications for the Institution. All proposals for new degrees must be approved by the ATS Academic Affairs Committee and as well as by the Seminary Faculty. The ATS Academic Dean is responsible for consulting with the Provost and Vice President for Academic Affairs and forwarding the proposal and relevant supporting documentation to the Graduate Curriculum and Assessment Committee for approval. The proposal is then submitted to the Faculty Assembly for final approval.

SCHOOL OF BUSINESS AND LEADERSHIP (SBL) GOVERNANCE STRUCTURE

Faculty Meetings

Membership:

All full-time faculty in the School of Business and Leadership are members of this group.

Responsibilities:

- Vote on all major curriculum proposals approved by the Administrative Team.
- Vote on academic policies approved by the SBL Administrative Team.
- Review and approve all changes in the SBL approved by the SBL Administrative Team.

Meetings:

The School of Business and Leadership will meet at least twice a year in conjunction with the college wide Faculty Assembly meetings. Additional meetings will be held as scheduled by the Dean. Minor business items may be handled by e-mail.

Quorum:

A quorum of fifty percent plus one is necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

Attendance:

All faculty members are expected to attend faculty meetings of the SBL. If a faculty member needs to be absent for a legitimate reason, he/she should notify the Dean.

Agenda:

The agenda will be developed by the SBL Dean in consultation with the Program Directors and the Department Chairs. All items for the agenda must be submitted to the Dean's office no later than two weeks before the scheduled meeting. The final agenda and written proposals (if any) will be e-mailed by the Dean to all faculty members one week prior to the scheduled meeting.

Presiding Chair:

The Dean will preside at all the Faculty Meetings.

Secretary:

The Administrative Assistant of the SBL will serve as the Secretary. Minutes will be sent to members within four weeks after the meeting and posted on files.nyack.edu (W-drive) within a week after they are approved.

Administrative Team

Members:

The SBL Dean, Program Directors and Department Chairs are members of the Administrative Team.

Responsibilities:

- Review and vote on all major and minor curriculum proposals.
- Review and vote on all academic policies unique to the SBL.
- Discuss matters of future planning and vote on proposals.
- Manage accreditation policies and procedures.
- Review and approve changes in the governance structure of the School.
- Engage in general academic administration such as recommending budgets, personal issues, scheduling, events, etc.

Meetings:

Meetings will be held in conjunction with the college wide Faculty Assembly in August and January.

If there is a need for additional meetings, the Dean will notify the Administrative Team at least one week in advance. Minor business items may be handled by e-mail.

If there is insufficient business, the meeting may be cancelled. The Administrative Team will be notified of any cancellation by at least five days prior to the meeting.

A quorum of fifty percent plus one is necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

Attendance:

All members are expected to attend the Administrative Team meetings. If a member needs to be absent for legitimate reasons, he/she should notify the Dean.

Agenda:

The agenda will be developed by the SBL Dean in consultation with the Program Directors and Department Chairs. All items for the agenda must be submitted to the Dean's office no later than two weeks before the scheduled meeting. The final agenda and written proposals (if any) will be e-mailed by the Dean to the Administrative Team one week prior to the scheduled meeting.

All proposals must be accompanied by the Proposal Cover Sheet and meet all the requisite standards for a proposal.

Presiding Chair:

The Dean will preside at all Administrative Team meetings.

Secretary:

The Administrative Assistant of the SBL will serve as the Secretary. Minutes will be sent to members within four weeks after the meeting and posted on files.nyack.edu (W-drive) within a week after they are approved.

Department Meetings

Departments:

- Undergraduate Business Department
- Organizational Management
- Master in Business Administration
- Master of Science in Organizational Leadership

Members:

All full-time faculty who teach in their respective departments or have administrative responsibilities involving the Department are included in the Department meetings. The Dean of the SBL may attend all meetings.

Responsibilities:

- Make and recommend major and minor curriculum proposals.
- Review and vote on all academic policies that are unique to their Departments.
- Create and discuss planning proposals.
- Review assessment data and make changes for curriculum improvement.

Meetings:

Departments will meet monthly. The Chair of each department will announce a meeting at least 2-3 weeks ahead of time.

Attendance:

All members of the Department are expected to attend department meetings. If a faculty member needs to be absent for legitimate reasons, he/she should notify the Department Chair.

Agenda:

The agenda for the department meetings will be developed by the respective Department Chair in consultation with the faculty of the department.

All proposals must be accompanied by the Proposal Cover Sheet and meet all the requisite standards for a proposal. They must be submitted to the Department Chair at least two weeks prior to the scheduled Department meeting.

Presiding Chair:

The Department Chair presides over the Department meeting.

Secretary:

The Administrative Assistant of the SBL will serve as the Secretary. Minutes will be sent to members within four weeks after the meeting and posted on files.nyack.edu (W-drive) within a week after they are approved.

Graduate Admissions Committee:

Members:

Full-time and part-time MBA and MSOL Admission Associates as well as MBA and MSOL Directors attend.

Responsibilities:

- Review and determine full admission eligibility of graduate students into the program.
- Review and determine which students fall below guidelines and make recommendations to the Directors of the programs.
- Make recommendations to the Directors and the Dean on issues concerning admissions standards.

Meetings:

The Admissions Committee meets at least 3 times during each admission period during the fall and spring semester to discuss enrollment. At times the MBA portion and the MSOL portion of the Admissions Committee meet apart and at other times they meet as one group.

Presiding Chair:

Program Directors will preside over all meetings.

AREAS OF RESPONSIBILITY

Curriculum

Any faculty member has the right to propose changes. The proposal must be developed by the appropriate department and should include the proposed change as it will appear in the catalog, the supporting rationale, budget, personnel additions (if relevant) and the Proposal Cover Sheet. The proposal will then be reviewed by and acted on by the Administrative Team and by the SBL Faculty. In cases where curricular decisions impact other Nyack schools/colleges/divisions, those schools/colleges/divisions are to be consulted in regard to the change and must approve it, as well.

Curriculum changes and proposals typically fall into four categories. Each category is handled as follows:

Minor Curricular Changes:

Changes in course number title or minor word changes (other than in core courses) are considered a minor matter. Once reviewed and approved by the academic department and the Administrative Team, the change is final.

Major Curricular Changes:

Dropping, adding or substantially modifying a course or revision of a curriculum (other than the core) are considered major items. They must be reviewed and approved by the appropriate department, the Administrative Team and the SBL Faculty. Once the change is approved by all of these bodies, it is final.

New Curricular Additions:

New curricular additions, including degree, majors, interdisciplinary programs, other academic programs, e.g. honors, minors (where no major is in place) and concentrations that include coursework from more than one major or program are considered new curricular additions. The appropriate department and the Administrative Team and the SBL Faculty must approve them. Afterward, the Dean is responsible for routing proposals to the Undergraduate or the Graduate Curriculum and Assessment Committee.

Core Curricular Changes:

Any changes in the core curriculum must be reviewed and approved by the appropriate department, the Administrative Team, and the SBL Faculty. Afterward, the Dean is responsible for routing the proposal to the Undergraduate or the Graduate Curriculum and Assessment Committee.

Academic Policy

The School of Business and Leadership adheres to the current academic policies of the Institution as these pertain to undergraduate and graduate programs. Academic policies that are unique to the SBL will be approved by the SBL Administrative Team and the SBL Faculty.

Planning

The on-going review of courses and undergraduate and graduate programs through formal feedback questionnaires/evaluations for each course and at the conclusion of each program from students and faculty provides a foundation for planning and indentifying needs for change and/or further consideration. The Administrative Team is responsible for the strategic planning that will then be reviewed by the SBL Faculty.

Budget

Budget questions that relate to curriculum, course presentation or assessment are discussed as a part of the creation of an annual budget. The Program Directors and Department

Chairs must budget sufficient funds for their department. As needed, month-to-month budget issues are discussed as a part of the regularly scheduled Faculty Meetings. These discussions include such things as: budget shortages or overruns where individual actions or expenditures by the faculty could positively influence the current budget.

Changes in Governance Structure

Any questions and issues in regard to the governance structure of the SBL are resolved by the SBL Administrative Team. However, changes in the SBL structure beyond the authority of the SBL faculty (such as selection of a new dean) are to be made by the appropriate decision makers and announced to the faculty. Faculty comment in regard to such changes is made in the Faculty Meeting. It is expected that changes in the SBL responsibilities or leadership may create needs for changes in the governance structure. Such changes must be approved by the Administrative Team, the SBL Faculty and the appropriate institution-wide governance bodies.

DIVISION OF STUDENT SUCCESS (DSS) GOVERNANCE STRUCTURE

All Faculty Group

Membership:

All full-time faculty members in the Division of Student Success are members of the All Faculty Group.

Responsibilities:

- Vote on all major curriculum proposals.
- Vote on academic policies unique to the school.
- Report on and coordinate work in various areas of the Division.

Meetings:

- The All Faculty Group will meet at least once a month. The Dean will convene meetings and announce them at least four days ahead of a meeting.
- An emergency meeting may be called at any time.
- Minor business items may be handled by e-mail.

Quorum:

A quorum of fifty percent plus one is necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

Attendance:

Faculty are expected to attend All Faculty Group meetings. If a faculty member needs to be absent for a legitimate reason, he/she should notify the Dean.

Agenda:

The agenda will be developed by the DSS Dean in consultation with Division Directors. All items for the agenda must be submitted to the Dean's Office no later than ten days before the scheduled meeting. The agenda, with proposals, if any, will be e-mailed to the DSS Faculty by at least four days before a meeting. All proposals must be accompanied by the appropriate Proposal Cover Sheet.

Presiding Chair:

The Dean will call and preside at All Faculty Group meetings.

Secretary:

The Administrative Assistant will take minutes and distribute them to the All Faculty Group within a week after a meeting is held.

The minutes will be approved at the next meeting. They will be posted on files.nyack.edu (W-drive) within a week after they are approved.

Division Directors

Chair:

The Dean will chair meetings.

Membership:

All of the Division Directors within the Division of Student Success are members of this group.

Responsibilities:

- Review and vote on all major and minor curriculum proposals.
- Review and vote on academic policies unique to the Division.
- Discuss matters of future planning and vote on proposals.

Meetings:

- The Division Directors will meet at least twice a semester in September and November, as well as January and March. The meetings will be held on both campuses on an alternating basis.
- Minor business items may be handled by e-mail.
- If there is insufficient business, the meeting may be cancelled. Department Directors will be notified of any cancellation by at least five days prior to the meeting.

Quorum:

A quorum of fifty percent plus one is necessary to vote on proposals. In order to be approved, proposals need to be passed with a majority vote of fifty percent plus one.

Attendance:

Division Directors are expected to attend Directors meetings. If a director needs to be absent for a legitimate reason, he/she should notify the Dean.

Agenda:

The agenda will be developed by the DSS Dean in consultation with the Division Directors. All items for the agenda must be submitted to the Dean's Office no later than two weeks before the scheduled meeting. The agenda with proposals, if any, will be e-mailed to the Division Directors by one week before the meeting. All proposals must be accompanied by the appropriate Proposal Cover Sheet.

Presiding Chair:

The Dean will call and preside at Division Directors meetings.

Secretary:

The Dean's Administrative Assistant will take minutes. The minutes will record (a) reports and announcements (b) the substance of each motion: (c) the action taken on upon request of any voting faculty, the vote count will be noted in the minutes. The minutes will be distributed to the Division Directors within a week of after a meeting is held.

The minutes will be approved at the next meeting. They will be posted on files.nyack.edu (W-drive) within a week after they are approved.

AREAS OF RESPONSIBILITY

Curriculum

Ideas for curriculum changes and/or proposals for changes in the mission or goals of a division within DSS may originate from a faculty member or faculty group. However, the appropriate Division must develop the actual proposal. The proposal should include the proposed change as it will appear in the catalog, the supporting rationale, budget and personnel additions (if relevant). It must first be discussed and approved by the Division within DSS. The proposal must be e-mailed to the Dean at least two weeks ahead of a Division Directors meeting in order to be put on the agenda for the meeting. Proposals that are not in the proper format (accompanied by a Proposal Cover Sheet) or submitted late will not be considered at that meeting.

Curriculum changes and proposals typically fall into these four categories. Each category is handled as follows:

Minor Curricular Changes:

Changes in course number title or minor word changes (other than in core courses) are considered a minor matter. Once reviewed and approved by the faculty within the appropriate division of the DSS and the Division Directors, the change is final.

Major Curricular Changes:

Dropping, adding, or substantially modifying a course or revision of a curriculum (other than the core) are considered major items. They must be reviewed and approved by the appropriate division with the DSS, the Division Directors and All Faculty Group. Once the change is approved by all of these bodies, it is finalized.

New Curricular Additions:

New curricular additions, including degree, majors, interdisciplinary programs, other academic programs, e.g. honors, minors (where no major is in place) and concentrations that include coursework from more than one major or program are considered new curricular additions. The appropriate division within DSS and the Division Directors and the All Faculty Group must approve them. Afterward, the Dean is responsible for routing proposals to the Undergraduate Curriculum and Assessment Committee.

Core Curricular Changes:

Any changes in the core curriculum must be reviewed and approved by the appropriate DSS division, the Division Directors, and the All Faculty Group. Afterward, the Dean is responsible for routing the proposal to the Undergraduate Curriculum and Assessment Committee.

Academic Policy:

The Division of Student Success adheres to the current academic policies of Nyack College as these pertain to undergraduate programs.

Academic policies that are unique to the DSS will be approved by the Division Directors and the All Faculty Group.

Planning

All divisions of the DSS are responsible for planning within their divisions as well as for coordinating their efforts with other divisions.

SECTION EIGHT: SCHOOL AND ACADEMIC DIVISION POLICIES AND PROCEDURES

8.1 POLICIES AND PROCEDURES OF THE SCHOOL OF _____

[Note: There will be a section for each school/academic division. Policies and procedures that are unique to the school/academic division and approved by its faculty in accordance with its governance structure will appear here.]

SECTION NINE: APPENDICES

SECTION 9A BASIC & ESSENTIAL SYLLABUS INFORMATION

[Schools may make specific additions]

Syllabus Items to be Included

Descriptive Material

School and Department
 Professor name, office hours, office phone, e-mail
 Course number and name, semester and year
 Meeting times and room numbers
 Required texts and supplementary resources
Exact course description from catalog

Student Learning Goals* (See chart)

Goals that cover the knowledge(Content), skills(Processes), and dispositions for the course. Goals should also include an information literacy goal, and goals for technology, critical thinking, oral communication, and written communication.

A chart with student learning goals – the program goals met, the Nyack Core goals met, and how that goal is assessed. Example below.

Student Learning Goals The Student will:	Program Goals	Nyack Core Goals	Assignments &/or Assessments Used

Course Requirements

Realistic Requirements linked to goals
 Assignment Descriptions
 Course Outline with Calendar
 Due dates for assignments, field trips, final exam
 Explanation of how the grade will be determined and grading scale
 Statement on assessment results similar to:

ASSESSMENT RESULTS

The School/Department of _____ may use assignments that are assessed for this course for program evaluation purposes. Individual results may be used as exemplars but will only be available to the program reviewers and not made public. Results of assessments will be used to show program effectiveness and evaluated for program improvement.

Class Policies

Class Policy Page including attendance, late assignments, standards for written work (APA, MLA, etc.), academic integrity and plagiarism, electronic devices, academic quality, and communication with the instructor.

Legal statement on disabilities as follows:

Any student eligible for and requesting academic accommodations due to a disability is required to provide a letter of accommodation from the Office of Disabilities Support Services within the first six weeks of the beginning of classes.

Selected Bibliography

Books, articles and web sites of interest.

**SECTION 9B
EVALUATIVE INSTRUMENTS**

Fall 2009 Course/Instructor Evaluation Hyp Names

Nyack College is interested in your Fall 2009 course/instructor experiences. We are conducting this brief survey to obtain information that will help us better serve you and

future students. Please be honest in your evaluation of the course and instructor.

Thank

you in advance for your cooperation.

WELCOME TO THE NYACK COLLEGE ONLINE COURSE EVALUATION SURVEY.

The Office of Institutional Research has generated and entered the following passcode for you.

Please click next to continue.

Please use the blank space to write your answers.

.....
.....

Page 1 of 6

Course Information:

Please use the blank space to write your answers.

Instructor

.....
.....

Course

.....
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Tab

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Site

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Term

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School

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Dept

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Dept Head

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.....

Dean

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.....

Page 2 of 6

Did the instructor you are evaluating make an announcement reminding the class to participate in the online evaluation?

Please pick one of the answers below or add your own.

3/9/10

Yes
No
Other

.....
.....
.....
Please choose only one response to each question using the following rating scale:

Please mark the corresponding circle - only one per line.

A B C D E F

Instructor exhibits excellent mastery of the course material.

The instructor is prepared for class.

The instructor is prompt in beginning class.

The instructor is prompt in ending class.

The instructor uses class time well.

The instructor is respectful of students.

The instructor displays a sincere interest in students and their learning.

The instructor communicates well.

Page 3 of 6

Legend for rank grid table: Please choose only one response to each question using the following rating scale:

Columns:

A - Strongly agree

B - Generally agree

C - Hesitant/Uncertain

D - Generally disagree

E - Strongly disagree

F - Not applicable/no experience

Please use the rating scale for the following questions

Please mark the corresponding circle - only one per line.

Almost

Always Frequently Sometimes Occasionally Hardly Ever

Not

applicable/no experience

The instructor allows time for prayer and/or devotions during class.

The instructor relates course materials to real life ethical or ministry situations.

The instructor relates the subject matter to the Christian faith.

The instructor conducts the class in a manner that conveys a commitment to the Christian faith.

Page 4 of 6

Please use the scale for the following questions:

Please mark the corresponding circle - only one per line.

A B C D E F

The course follows the objectives stated in the

Annual Faculty Professional Development Plan

Complete and return to your Department Head and School Dean, and bring with you to Faculty Day.

Name:

Position:

School:

Date:

The purpose of this plan is to encourage and provide structure for your own growth as a person and as a professional. You are being asked to develop a Professional Development Plan (PDP). Part of improvement is assessment of past performance. Assess yourself in each of the four categories in light of your past goals:

Teaching

Academics (Research/Writing)

Service (College/Seminary Community Service)

Leadership (Institutional Core Values)

Next, develop a PDP by setting at least one measurable goal in each of the four categories.

I. Teaching

A. Review of Prior Year

Evaluate your improvement in teaching. Some questions that may help are below:

What aspects of your courses and classroom performance should be noted as significant or important on both formal and informal measures?

Address your teaching goal from the previous year specifically.

In what specific ways have you grown in the last year as a teacher?

Have you attended colleagues' courses since September of last year for the purpose of improving your or their performance in the classroom?

Have you found ways to better integrate your courses with the rest of the curriculum? In what respect do you use inclusive language in the classroom and require students to use it in their writing?

B. Improvement Plan for Teaching

Please set a goal(s) related to your improvement as a Teacher.

Goal:

Measure: (How, specifically, will you know when you have reached or are making progress toward reaching your goal?)

Steps Needed to Fulfill the Goal (with target dates)

II. Academics (Research, Writing, and Presentations)

A. Review of the Prior Year

Address your progress towards your goals using SOME of the questions below:

What research/academic writing do you have presently in progress?

What research/ writing or other projects are you planning?

What journal do you read regularly to keep abreast of new developments in your discipline?

List below full details of your publications that have appeared in the last 12 months.

To what extent have you participated in *Faculty Scholarly Dialogue (Rockland or City)*?

If you have not participated, indicate reason(s).

List the professional societies in which you currently hold memberships.

What meetings of professional societies did you attend this year?

Identify how you participated in any of these professional society meetings.

B. Improvement Plan for Academics (Research/Writing/Presentations)

Please set a goal(s) related to your improvement as an academic professional.

Goal:

Measure: (How, specifically, will you know when you have reached or are making progress toward reaching your goal?)

Steps Needed to Fulfill the Goal (with target dates)

III. Service (College/Seminary Service)

A. Review of the Prior Year

Review your service to the college seminary community using SOME the following questions:

What committee responsibilities (including chairperson or secretarial requirements) did you undertake this year?

What other special administrative tasks did you perform for the institution this year?

To what extent are you involved in the spiritual formation, advising, or mentoring of students?

In what respect are students "on your radar" spiritually? (Here include items like student chapel attendance, extra Departmental student events, having students to your home, anything outside of class that appropriately builds a potentially mentoring relationship with students.)

B. Improvement Plan for Service (Institutional Service)

Set a goal(s) for your service to the institution this year.

Goal:

Measure: (How, specifically, will you know when you have reached or are making progress toward reaching your goal?)

Steps Needed to Fulfill the Goal (with target dates)

IV. Leadership (Advancement of the Core Values)

A. Review of the prior year

Rate your perceived self-contribution to the fulfillment of Nyack's core values on a scale of 1-10, (ten being highest). Comment on how you have contributed leadership in one of the areas.

___ **Socially Relevant:** Preparing students to serve in ministerial, educational, healing, and community building professions.

___ **Academically Excellent:** Pursuing academic excellence in the spirit of grace and humility.

___ **Globally Engaged:** Fostering a biblical perspective within a multi-ethnic and multi-cultural Christian academic community.

___ **Intentionally Diverse:** Providing educational access and support to motivated students from diverse socioeconomic backgrounds.

___ **Personally Transforming:** Emphasizing the integration of faith, learning, and spiritual transformation.

B. Improvement Plan for Leadership (Institutional Core Values)

Set a goal for your leadership in one (or more) of the core values.

Goal:

Measure: (How, specifically, will you know when you have reached or are making progress toward reaching your goal?)

Steps Needed to Fulfill the Goal (with target dates)

**SECTION 9C
CONTRACTS, STATEMENT OF FAITH AND EXIT INTERVIEW
FORM**

NCATS FACULTY CONTRACT

<tenure>

An agreement between NYACK COLLEGE/ALLIANCE THEOLOGICAL SEMINARY, ("the College"), and
«FirstName» «LastName», «Degree», ("the professor").

ARTICLE I - The professor agrees to accept and fill the position of

«JobTitle»

in Nyack College/Alliance Theological Seminary, for the **2006-2007** school year, with «Months» months direct professional responsibility to the College. It is hereby agreed by the professor that said position is accepted and shall be filled under and according to the existing rules pertaining to the College, and such rules as may be enacted hereafter by the Board of Trustees of the College..

If a class that the professor is scheduled to teach has less than our minimum of eight students, the College reserves the right to cancel the class and may assign other duties of equal weight. If the professor is teaching an overload, the overload may be substituted for the under-subscribed course with the results that the overload will not be paid.

ARTICLE II - The College hereby agrees to pay as a salary for the service of the professor, the sum of \$«salary» plus participation in applicable benefits as described in the Nyack College Employee Handbook, said salary to be paid in equal payments over the life of the contract. Payments shall be made on the 15th and 30th of each month beginning «beginning_paydate», and continuing through «ending_paydate».

ARTICLE III - Because Nyack College operates under the aegis of The Christian and Missionary Alliance ("The CMA"), membership in the academic community of Nyack College carries privileges and involves certain commitments. In signing this contract, the professor affirms that he/she has reviewed the college Statement of Faith, as attached, and affirms his/her personal acceptance without reservation thereto. The professor also affirms that he/she will live in harmony with the doctrines and practices of The CMA and be supportive of them.

ARTICLE IV - The professor acknowledges his/her responsibility for knowing the content of the catalog, faculty duties, and conditions of employment as outlined in the Faculty Handbook and Employee Handbook.

The professor shall be required to be present on campus at least three days a week, and in attendance for regular faculty meetings, registration periods, Commencements and the spiritual services of the college or seminary, unless specifically excused by the Provost and VP for Academic Affairs.

ARTICLE V - It is mutually agreed that this contract shall be binding upon both parties hereto except that the College reserves the right to terminate this contract should the professor prove unable or unwilling to carry out his/her contractual duties.

Date _____

President, Nyack College/ATS

Date _____

Contracted Party

THE TERMS OF THIS CONTRACT OFFER EXPIRE FIFTEEN (15) DAYS FROM DATE OF CONTRACT. Kindly complete and return the signed original to the Office of the Provost and Vice President for Academic Affairs prior to that time.

NC/ATS ADJUNCT FACULTY CONTRACT

An agreement between **Nyack College/Alliance Theological Seminary**, (“the College”), and
«**FirstName**» «**LastName**», (“the professor”).

ARTICLE 1 - The professor agrees to accept and fill the position of

ADJUNCT INSTRUCTOR

for Nyack College/Alliance Theological Seminary for the **2006 Spring Semester**. It is hereby agreed by the professor that said position is accepted and shall be filled under and according to the existing rules pertaining to the College and such rules as may be enacted hereafter by the Board of Trustees of the College. If the minimum number of registrants for the course [8] does not appear, either the salary shall be prorated based upon the number of students registered, or the obligations of both parties will be declared null and void.

ARTICLE II - The College hereby agrees to pay salary for the services of the professor at the rate of «Rate» per credit hour of instruction, said salary to be paid in equal payments on the 15th and the 30th of the month beginning **January 30, 2006**.

TOTAL CREDITS: «Credits» («Credits» x «Rate»=«Total»)

LOAD: «Course1»

«Course2»

«Course3»

«Course4»

ARTICLE III - The professor acknowledges that he/she will not be eligible to participate in any of the employee benefit plans and fringe benefits that may be offered by the College to other employees.

ARTICLE IV - Because the College operates under the aegis of The Christian and Missionary Alliance (“The CMA”), membership in the academic community of the College carries privileges and involves certain commitments. In signing this contract, the professor affirms that he/she has reviewed the College Statement of Faith, as attached, and affirms his/her personal acceptance without reservation thereto. The professor also affirms that he/she will live in harmony with the doctrines and practices of The CMA and be supportive of them.

ARTICLE V - The professor acknowledges his/her responsibility for knowing the content of the catalog, faculty duties, and conditions of employment.

ARTICLE VI - It is mutually agreed that this contract shall be binding upon both parties hereto except that the College reserves the right to terminate this contract without compensation or notice should the professor prove unable or unwilling to carry out his/her contractual duties.

Date

Dean

Date

Contracted Party

**NYACK COLLEGE/ALLIANCE THEOLOGICAL SEMINARY
OVERLOAD FACULTY CONTRACT**

This agreement is between **Nyack College/Alliance Theological Seminary**, (“the College”), and «**FirstName**» «**LastName**», (“the professor”).

It is hereby agreed by the professor that said position is accepted and shall be filled under and according to the existing rules pertaining to the College and such rules as may be enacted hereafter by the Board of Trustees of the College. If the minimum number of registrants for the course [8] does not appear, either the salary shall be prorated based upon the number of students registered, or the obligations of both parties will be declared null and void

No. 1 – The professor agrees to accept and teach a
COURSE OVERLOAD:

«**Course1**»
«**Course2**»
«**Course3**»
«**Course4**»

at Nyack College/Alliance Theological Seminary for the **Spring 2006** semester. It is hereby agreed by the professor that said position is accepted and shall be filled under and according to the existing rules pertaining to the College and such rules as may be enacted hereafter by the Board of Trustees of the College. If the minimum number of registrants for the course [8] does not appear, either the salary shall be prorated based upon the number of students registered, or the obligations of both parties will be declared null and void.

No. 2 – The College hereby agrees to pay as stipend for the service of the professor, the sum of «**Total**» for the semester [«**Credits**» x «**Rate**»]. Payment shall be made on the 15th and the 30th of each month beginning January 30, 2006.

No. 3 – In signing this contract, the professor acknowledges his/her responsibility for knowing duties and conditions of this position.

No. 4 – It is mutually agreed that this contract shall be binding upon both parties.

	Dean	
Date		Contracted Party

STATEMENT OF FAITH

We believe ...

There is one God, who is infinitely perfect, existing eternally in three persons: Father, Son, and Holy Spirit.

Jesus Christ is true God and true man. He was conceived by the Holy Spirit and born of the Virgin Mary. He died upon the cross, the Just for the unjust, as a substitutionary sacrifice, and all who believe in Him are justified on the ground of His shed blood. He arose from the dead according to the Scriptures. He is now at the right hand of the Majesty on high as our great High Priest. He will come again to establish His Kingdom of righteousness and peace.

The Holy Spirit is a divine person, sent to indwell, guide, teach, empower the believer, and convince the world of sin, of righteousness and of judgment.

The Old and New Testaments, inerrant as originally given, were verbally inspired by God and are a complete revelation of His will for the salvation of man. They constitute the divine and only rule of Christian faith and practice.

Man was originally created in the image and likeness of God; he fell through disobedience, incurring thereby both physical and spiritual death. All men are born with a sinful nature, are separated from the life of God, and can be saved only through the atoning work of the Lord Jesus Christ. The portion of the impenitent and unbelieving is existence forever in conscious torment; and that of the believer, in everlasting joy and bliss.

Salvation has been provided through Jesus Christ for all men; and those who repent and believe in Him are born again of the Holy Spirit, receive the gift of eternal life, and become the children of God.

It is the will of God that each believer should be filled with the Holy Spirit and be sanctified wholly, being separated from sin in the world and fully dedicated to the will of God, thereby receiving power for holy living and effective service. This is both a crisis and a progressive experience wrought in the life of the believer subsequent to conversion.

Provision is made in the redemptive work of the Lord Jesus Christ for the healing of the mortal body. Prayer for the sick and anointing with oil are taught in the Scriptures and are privileges for the church in this present age.

The church consists of all those who believe on the Lord Jesus Christ, are redeemed through the blood, and are born again of the Holy Spirit. Christ is the Head of the Body, the Church, which has been commissioned by Him to go into the world as a witness, preaching the Gospel to all nations.

The local church is a body of believers in Christ who are joined together for the worship of God, for edification through the Word of God, for prayer, fellowship, the proclamation of the Gospel, and observance of the ordinances of baptism and the Lord's Supper.

There shall be a bodily resurrection of the just and of the unjust; for the former, a resurrection unto life; for the latter, a resurrection unto judgment.

The second coming of the Lord Jesus Christ is imminent and will be personal, visible, and premillennial. This is the believer's blessed hope and is a vital truth which is an incentive to holy living and faithful service.

Exit Interview

_____ 1] I have left the departmental and other college files that deal with the ongoing running of the department both present and in order;

_____ 2] I have left written lists of access codes to departmental websites;

_____ 3] I have left the departmental website up and running;

_____ 4] I have met with the librarian to see that all books and other media are returned.

_____ 5] Departmental property and office property are left intact;

_____ 6] Advisement files have been submitted to the department chair [or in the case of a department chair's departure, the Dean];

_____ 7] Files and resumes of adjuncts are left with the department chair;

_____ 8] Any minutes of committees or Taskforces of which I was a secretary are left in appropriate files;

_____ 9] Budget information has been deposited with the Dean.

_____ 10] All keys have been returned to Buildings and Grounds.

Departing Faculty Member

Exit Mentor

**SECTION 9D
FACULTY PUBLICATION REMUNERATION REQUEST**

Faculty Member's Name: _____

Title of Publication: _____

Title of Journal, Book, etc. in which the work appears: _____

Date of Publication: _____

Incentive Remuneration Amount = \$ _____
[Established by the Faculty Handbook: see

Section 6.5]

Faculty Member's Signature: _____ Date _____

Dean's Signature: _____ Date _____

Treasurer's Signature _____ Date _____

Account # _____

For the record, please attach a copy of your publication to this form and submit it to your Dean.

PUBLISHING INCENTIVE AWARDS

Incentive awards for publishing are made upon application to the respective dean. Awards are made according to the following classes of publication or project:

Class One: \$600.00 – scholarly book

Class Two: \$400.00

- a. major article in scholarly journal
- b. major encyclopedia article
- c. editor of scholarly book
- d. chapter in scholarly book
- e. major composition/cantata

Class Three: \$300.00

- a. popular book
- b. minor article in scholarly journal
- c. anthem length composition
- d. major orchestration

Class Four: \$150.00

- a. intermediate encyclopedia article

- b. paper at professional meeting
- c. critical book review in scholarly journal

Class Five: \$100.00

- a. professional workshop presentations
- b. library book discussion meetings
- c. talks to schools and colleges concerning one's discipline

Class Six: \$75.00

- a. article in popular magazine
- b. minor encyclopedia article
- c. critical book review in journal
- d. critical book review in popular magazine
- e. song arrangement
- f. poem published in magazine or book

SECTION 9E: PROPOSAL COVER SHEETS

Changes in the *Faculty Handbook*

Curricular Changes

Institution-Wide Policy Changes

Other Faculty Proposals, Resolutions or Recommendations

**PROPOSAL COVER SHEET
FOR
CHANGES IN THE *FACULTY HANDBOOK***

Title: _____

(Give your proposal a title with key words so that it can be easily identified.)

Nature of the Change (Check off each to indicate that it is included.)

_____ Specific new wording as it will appear in the *Faculty Handbook* has been included.

_____ A rationale(s) for the change(s) has been provided.

Costs (Check off to indicate that this has been included.)

_____ Specify the nature and amount of the costs, if any.

Approvals For Institution-Wide Changes (Signatures and approval dates are required.)

Chair(s) of the appropriate committees/task forces:

1. _____ (signature)
_____ (print name)

Affirms that the following Committee/Task Force approved the proposal on:

_____ (date)
_____ (name of committee/task force)

2. _____ (signature)
_____ (print name)

Affirms that the following Committee/Task Force approved the proposal on:

_____ (date)
_____ (name of committee/task force)

3. _____ (signature)
_____ (print name)

Affirms that the _____ Committee/Task Force approved the proposal on: _____ (date)
_____ (name of committee/task force)

Secretary of the Faculty: _____ (signature)
_____ (print name)

Affirms that the proposal was approved by the Faculty Assembly on:
_____ (date)

Approvals For Changes In School/Division Section (Signatures and approval dates are required.)

Dean of the School/Division: _____ (signature)

_____ (print name)

Affirms that the change was approved by the entire faculty of the School/College/Division on:

_____ (date)

_____ (name of School/College/Division)

Secretary of the Faculty: _____ (signature)

_____ (print name)

Affirms that the proposal was approved by the Faculty Assembly on: _____

(date)

**PROPOSAL COVER SHEET
FOR
CURRICULAR CHANGES**

Title: _____

(Give your proposal a title with key words so that it can be easily identified.)

I. Curricular Changes. (Complete A, B and/or C, as well as D)

Type of Change (Check off which apply)

_____ Single Course - specify whether it is required or an new elective: _____

revision

_____ Major or degree
new

revision

_____ Minor
new

revision

_____ Core
new

revision

_____ Special Program (such as Honors)
new Be specific: _____

revision

New Course(s)/Curriculum

Basic Components

All of the following must be included for each new course. (Check off each to indicate that it has been included.)

_____ Course Title

- _____ Course Department and Number (If course is cross-listed, approvals must come from all departments and schools/colleges/divisions.)
- _____ Course Description (as will appear in the catalog)
- _____ Prerequisites (if any)
- _____ Other Restrictions (on who can take the course)
- _____ Rationale for offering the course and/or the curricular package.

Additional Resources

Provide specifics in all of the following categories for each course and/or curricular proposal. (Check off each to indicate that it has been included.)

- _____ Additional staffing - indicate how many adjunct, part-time, full-time faculty.
- _____ Additional library resources - be specific in terms of approximate volumes and cost.
- _____ Additional equipment - indicate type and estimated cost.
- _____ Additional classroom space - indicate how many classrooms per week.
- _____ Additional expenses beyond the aforementioned - be specific:

Changes in a Course(s) and/or Curriculum That Already Exists

Nature of the Change:

(Check off and provide specific details for each change.)

- _____ Change in the basic components. (Be specific in light of the list under section A.)
- _____ Change in required resources. (Be specific in light of the list under section A.)
- _____ Other changes. Specify: _____

Rationale

(Check off to indicate inclusion)

- _____ Provide a rationale for each of the changes.

Approvals (Signatures and approval dates are required.)

Department Chair: _____ (signature)
 _____ (print name)
 Affirms that the proposal was approved by the Department on: _____ (date)
 _____ (name of department)

Dean: _____ (signature)
_____ (print name)

Affirms that the proposal was approved by school/college/division faculty on:
_____ (date)

Affirms that resource matters have been approved by appropriate administrators as of:
_____ (date)
_____ (name of school/college/division)

Chair of Undergraduate or Graduate Curriculum Committee:

_____ (signature)
_____ (print name)

Affirms that the proposal was approved by the Undergraduate or Graduate Curriculum Committee on:
_____ (date)

Secretary of the Faculty: _____ (signature)
_____ (print name)

Affirms that the proposal was approved by the Faculty Assembly on: _____
(date)

**PROPOSAL COVER SHEET
FOR
INSTITUTION-WIDE POLICY CHANGES**

Title: _____

(Give your proposal a title with key words so that it can be easily identified.)

Nature of the Proposed Change (Check off each to indicate that it is included.)

- _____ Exact wording of the new policy or change is provided.
_____ Rationale for the new policy or change is provided.

Costs (Check off to indicate that this has been included.)

_____ Specify the nature and amount of the costs, if any.

Approvals (Signature and approval dates are required.)

Chair(s) of the appropriate committees/task forces:

1. _____ (signature)
_____ (print name)

Affirms that the following Committee/Task Force approved the proposal on:

_____ (date)
_____ (name of committee/task force)

2. _____ (signature)
_____ (print name)

Affirms that the following Committee/Task Force approved the proposal on:

_____ (date)
_____ (name of committee/task force)

Secretary of the Faculty: _____ (signature)
_____ (print name)

Affirms that the proposal was approved by the Faculty Assembly on:

_____ (date)

**PROPOSAL COVER SHEET
FOR
OTHER FACULTY PROPOSALS, RESOLUTIONS OR
RECOMMENDATIONS**

(As identified in Section 3.4 of the *Faculty Handbook*)

Title: _____

(Give your proposal a title with key words so that it can be easily identified.)

Nature of the Proposal (Check off each to indicate that this has been included.)

_____ Exact wording of the proposal
_____ Rationale for the proposal.

Costs (Check off to indicate that this has been included.)

_____ Specify the nature and amount of the costs, if any.

Approvals (Signature and approval dates are required.)

Chair(s) of the appropriate committees/task forces:

1. _____ (signature)
_____ (print name)

Affirms that the following Committee/Task Force approved the proposal on:

_____ (date)
_____ (name of committee/task force)

2. _____ (signature)
_____ (print name)

Affirms that the following Committee/Task Force approved the proposal on:

_____ (date)
_____ (name of committee/task force)

Secretary of the Faculty: _____ (signature)
_____ (print name)

Affirms that the proposal was approved by the Faculty Assembly on: _____
(date)